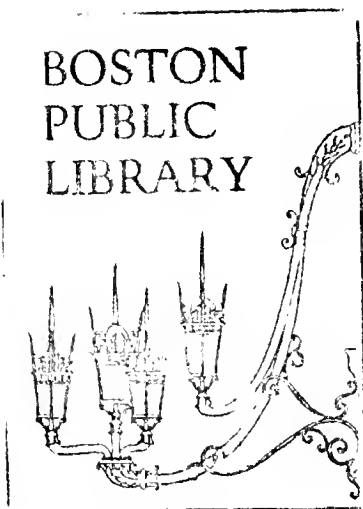


BOSTON
PUBLIC
LIBRARY

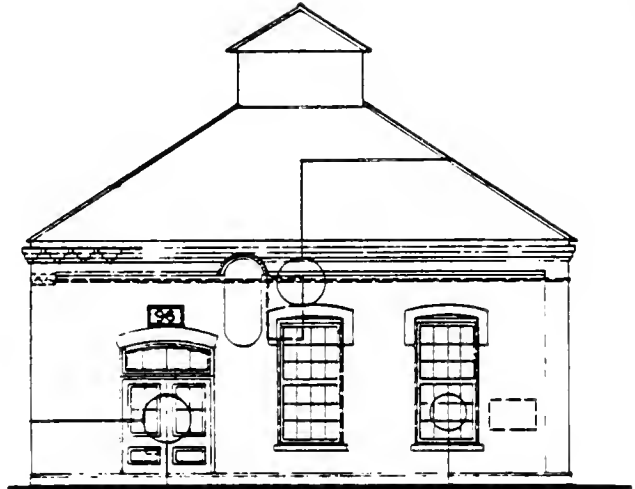
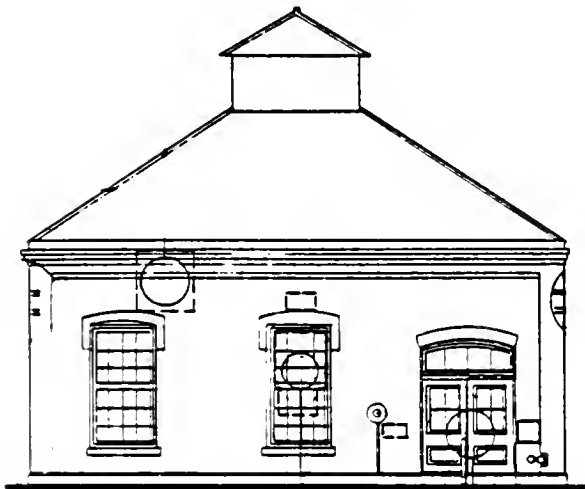
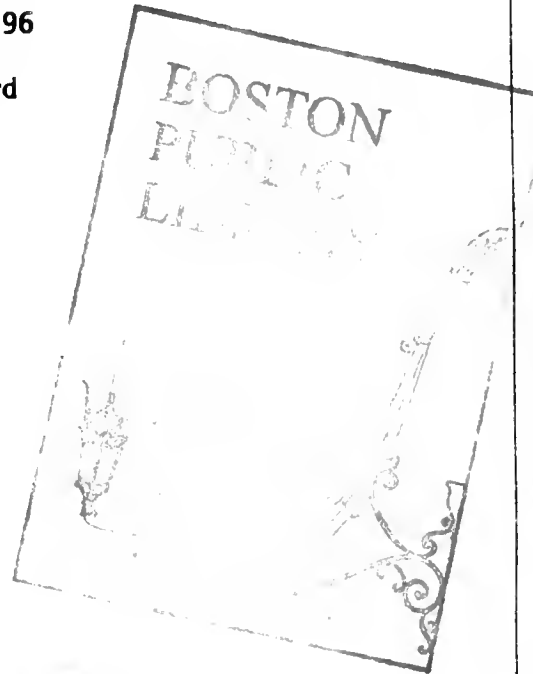


BIA
RC



PROPOSAL FOR
Rehabilitation of Building 96
At The Charlestown Navy Yard

September 27, 1985



HISTORIC MONUMENT TRANSFER AREA

Boston

SUBMITTED: Conroy Development Corporation

Chas. Navy Yd. yard
C475
1985 town

And

Heafitz & Co., Inc.

CONROY DEVELOPMENT CORPORATION

September 27, 1985

Mr. Stephen Coyle
Director
Boston Redevelopment Authority
City Hall, Room 933
One City Hall Square
Boston, MA 02201

Dear Mr. Coyle:

Enclosed please find our Proposal for the Rehabilitation and Redevelopment of Building 96 in The Charlestown Navy Yard. The proposal to rehabilitate Building 96 into professional banking and related offices is being submitted by the Conroy-Heafitz Development Team, local developers with extensive experience in real estate development in Massachusetts. The principals, Terence W. Conroy and Lewis Heafitz represent over forty years of experience in construction, project management, development, brokerage and property management. Conroy-Heafitz has organized a team which will insure the successful and timely execution of the development plan.

The project is a Joint Venture between Conroy Development Corporation and Heafitz & Co., Inc., bringing together a full complement of expertise in construction and development necessary to complete a commercial office development.

Conroy Development Corporation and Heafitz & Co., Inc. have recently been designated as tentative developer for Building 266, the Captains Quarters. The Lease Commencement Agreement has been signed and permits and financing are in place. The renovation work is currently in progress with completion anticipated in the Spring of 1986.

Because of the close proximity of Building 96 to the Captains Quarters and our familiarity and presence in the Navy Yard, we are interested in proceeding with construction immediately, and will take a personal interest in all aspects of the redevelopment. The Captains Quarters and Building 96 would present an attractive entrance area to the Navy Yard. We are very concerned with the visual aspect at Gate 5 and we would, therefore, assume the full responsibility for improving the entire gate area.

We have identified Building 96 as an ideal location for a banking facility and interest to locate a branch office has been expressed by several banks.

The Carlson Group has been selected to provide architectural/engineering services. Aldrich Company, Inc. will operate as the primary architect and engineers for the project. Aldrich has over 300 architecture and engineering professionals offering a wealth of experience in the various disciplines of design and rehabilitation, including such fields as code compliance, energy conservation and landscaping.

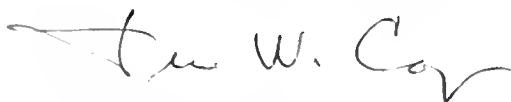
Leslie Donovan is the Preservation Consultant. Ms. Donovan will work closely with Conroy-Heafitz to formulate the development scheme and with the architects at Aldrich on the design and specifications for the rehabilitation.

Conroy-Heafitz has completed a total of 202,000 S.F. of construction in association with The Carlson Group during the past two years. In addition, The Carlson Group is currently planning 1.3 million square feet of new development for Conroy-Heafitz. Through their long-standing affiliation, Conroy-Heafitz and The Carlson Group have planned, coordinated and constructed projects sold or leased to companies such as: Data General Corp., Citicorp Information Resources, Inc., and Lechmere, Inc. (Corporate Headquarters).

We appreciate your consideration of the attached proposal and will gladly answer any questions or comments.

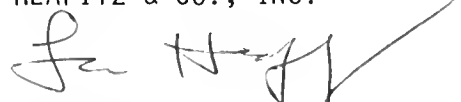
Sincerely,

CONROY DEVELOPMENT CORPORATION



Terence W. Conroy
President

HEAFITZ & CO., INC.



Lewis Heafitz
President

:bc

Enc1

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DIRECTORY OF DEVELOPMENT TEAM

DIRECTORY OF PROJECT TEAM

PROPOSAL
FOR
REHABILITATION OF BUILDING 96
At
THE CHARLESTOWN NAVY YARD

SUBMITTED BY
CONROY DEVELOPMENT CORPORATION
And
HEAFITZ & CO., INC.
September 27, 1985

DIRECTORY OF DEVELOPMENT TEAM

DEVELOPER:
Joint Venture Partners

Conroy Development Corporation
77 Franklin Street
Boston, MA 02105
617/426-0788

Terence W. Conroy P.E., President

Heafitz & Co., Inc.
77 Franklin Street
Boston, MA 02105
617/426-0788

Lewis Heafitz, President

DIRECTORY OF PROJECT TEAM

ARCHITECTS & ENGINEERS:

Aldrich Company, Inc.
321 Commonwealth Road
Cochituate, MA 01778
617/969-1200

CONSTRUCTION MANAGEMENT:

Carlson Group, Inc.
321 Commonwealth Road
Cochituate, MA 01778
617/969-1200

PRESERVATION CONSULTANT:

Leslie Donovan
Yankee Investment & Development Corp.
69 Tremont Street
Boston, MA 02108
617/723-1600

LEASING:

Heafitz & Co., Inc.
77 Franklin Street
Boston, MA 02110
617/426-0788

PROPERTY MANAGMENT:

Heafitz & Co., Inc.
77 Franklin Street
Boston, MA 02110
617/426-0788

TERENCE W. CONROY, P.E.

President

CONROY DEVELOPMENT CORPORATION
77 Franklin Street, Suite 600
Boston, MA 02110
426-2300

PRESENT:

CONROY/HEAFITZ/BAY STATE INVESTORS, JOINT VENTURE

Captain's Quarters, Charlestown Navy Yard, Charlestown, MA -
Rehabilitation and redevelopment of Building #266, 24,000 S.F.,
into professional offices.

REAL ESTATE CONSULTANT - Heafitz & Co., Boston and Old Stone Bank,
Providence, RI

Methuen Industrial Park, Methuen, MA - Building I, 80,000 S.F.
R & D Building.

Boxborough Technology Center, Boxborough, MA - 30 acre site,
master-planned for 200,000 S.F. Office/R & D buildings.

Carlson Building, Cochituate, MA - Sale/Leaseback, 35,000 S.F.

VICE PRESIDENT - Cochituate Corp., wholly owned subsidiary of The
Carlson Group, Inc.

Stoughton Technology Center, Stoughton, MA - Responsible for
implementing Stoughton Technology Center, a major redevelopment
project which includes 1,000,000 S.F. of office, R & D and
manufacturing space plus a major hotel and conference center.
Selected redeveloper by The Stoughton Redevelopment Authority.

VICE PRESIDENT - Woburn R & D Corp.

Woburn R & D, Woburn, MA - 122,000 S.F. Office/R & D project.
Recently sold to New York Life Insurance Company fully leased.
Prime tenants include Citicorp Information Resources, Inc.
and Lechmere, Inc.

REAL ESTATE CONSULTANT - Carlson Development Corp.

Cambridge Research Park, Cambridge, MA - 800,000 S.F. PUD
Office/R & D. Joint Venture with Commonwealth Energy, General
Partner.

Copperwood, Stoughton, MA - 150 unit residential condominium
development.

1970 - PRESENT:

SR. VICE PRESIDENT - The Carlson Corporation, Cochituate, MA
PRESIDENT - Carlson Development Corp.

Corporate responsibility for planning, directing and controlling
new business development. Negotiated design and construction
contracts for well over 15 million square feet of facilities
for industrial, institutional, commercial and health care
clients.

Directed The Carlson Group's real estate activities through
Carlson Development Corp. Projects included:

Haverhill Technology Center, Haverhill, MA - 200 acre
development for Wang Laboratories

128 Corporate Center Associates, Peabody, MA - 67,000 S.F.
Office Building on Essex Center Drive, Peabody. Sold to
Connecticut Mutual Ins. Co.

Airport Executive Centre, Tampa, FL - a 240,000 S.F. Office
Building.

Nike, Greenland, NH - a 334,700 S.F. Office and Distribution
Center.

South Middlesex News, Framingham, MA - Building Exchange.

EDUCATION:

Suffolk University, M.B.A., 1966
Harvard Business School, 1965
Princeton University, B.S.C.E., Cum Laude, 1963

PROFESSIONAL REGISTRATION:

Massachusetts (Civil/Structural)

PROFESSIONAL AFFILIATION:

American Management Association
American Society of Civil Engineers
Princeton Club, Princeton, NJ
Harvard Club, Boston, MA
University Club, Boston, MA

RESIDENCE:

#3 Shipway Place
Charlestown, MA 02129

BIOGRAPHICAL SKETCH OF LEWIS HEAFITZ

Residence: Newton, MA and Thornton, NH

Born: Springfield, MA

Education: Graduate (1958) University of Pennsylvania Wharton School of Finance and Commerce, B.S. in Economics.

Has also attended Western New England Law School, and Columbia University

1958-1959 Air National Guard, San Antonio, Texas

1959-1963 Citicorp-Overseas Division.
Three years in Central and South America.

1963-1965 Founded own Industrial Real Estate firm-Springfield, MA. Licensed broker in Massachusetts and Connecticut. Active member, Springfield Board of Realtors.

1965-1976 Hunneman & Co., Inc., Winthrop Square, Boston Industrial Division, Vice President

1976-1978 C.W. Whittier and Bros., One Federal Street, Boston, MA. Industrial Brokerage, Partner of firm.

1979-Present Heafitz & Co., Inc., 77 Franklin Street, Boston, MA. Founded real estate firm which specializes in Industrial and Commercial brokerage, development and management. Active member, Greater Boston Real Estate Board. Active member, Society of Industrial Realtors. Licensed in Massachusetts and New Hampshire. Have developed equity ownership in whole or in partnerships in over 750,000 S.F. of industrial buildings in Massachusetts and New Hampshire including the following:

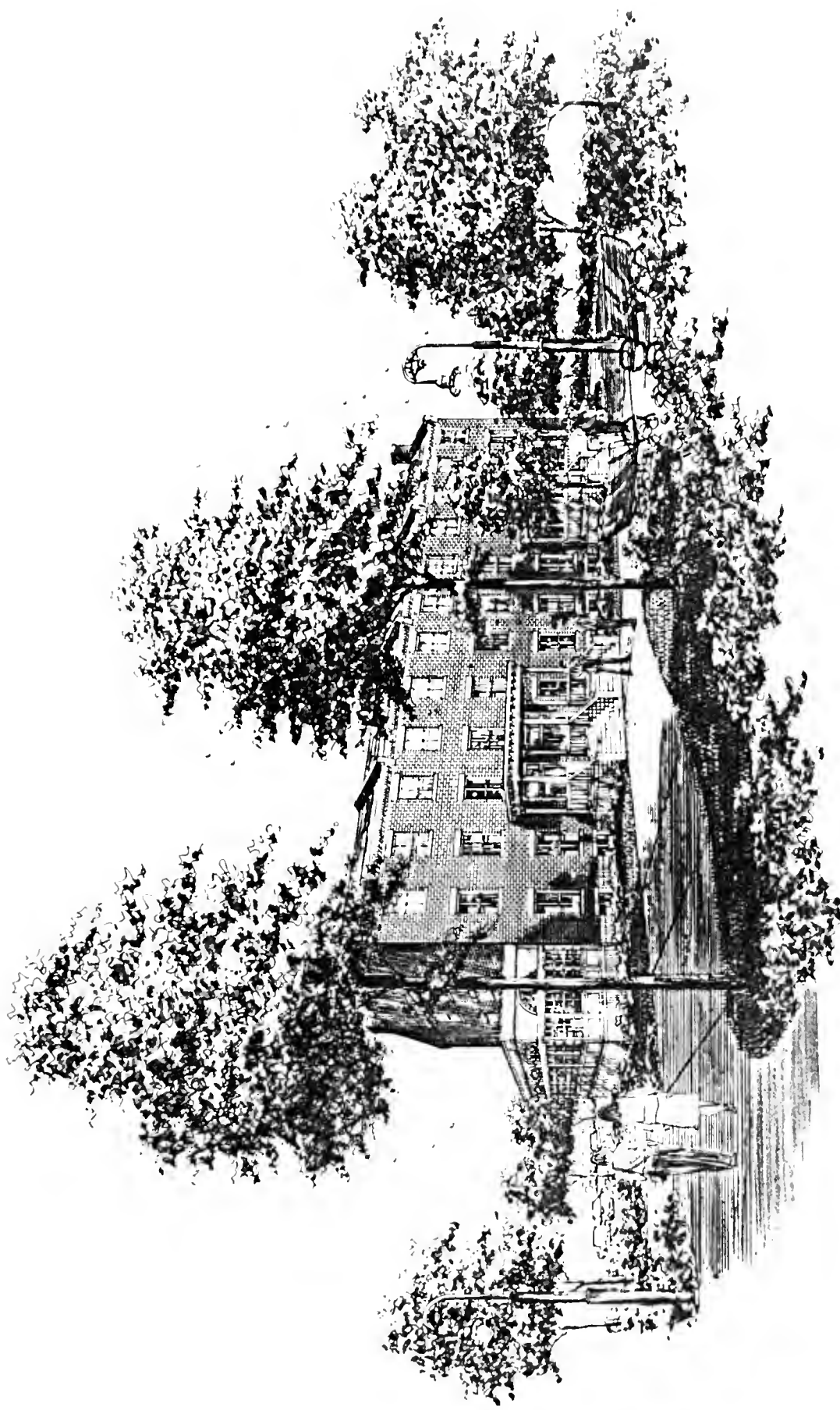
- 80,000 S.F. of Office/R & D in Westborough
- 122,000 S.F. Woburn R & D project on Commerce Way, Woburn just leased to Citicorp Information Resources, Inc. (for data processing center) and to Lechmere, Inc. as corporate headquarters space.

Biographical Sketch of Lewis Heafitz (Cont'd)

- 80,000 S.F. R & D building at 100 acre Methuen Industrial Park on I-93
- 100,000 S.F. R & D building about to start at 30 acre Boxborough Technology Park I-495 at Route 111.
- N. Stoughton Industrial Park will be a development of over 100 acres on Route 24 in Stoughton with construction planned for over 1,000,000 S.F.
- 55,000 S.F. Office Condominiums on 19 acre site in Peabody. Seeking permits for a Planned Residential Community on remaining land for 72 units.

TYPICAL CLIENT LIST OF INDUSTRIAL PROJECTS COMPLETED BY MR. HEAFITZ:

A & P	Overmyer Co.
Austin-Hastings	Paramount Store Fixture
American Publishing	Prudential
American Science & Eng.	Perini Corp.
Apparel Services	Summit Steel
Alpha Development	Servus Rubber Co.
Bergen Iron & Eng.	Scopus Corporation
Brunswick Corp.	Sword Realty Trust
Bordens	Stop & Shop
Campanelli, Inc.	Standard Paper
Carlson Corp.	Stahleker Steel
Clifford Metal	Standard Brands
Cerretani, Inc.	Tandy Corp.
Cabot, Cabot, & Forbes	Textron
Casey & Hayes	Talcott
Centennial Prop.	Underwood Co.
Corn Products Corp.	U.S. Postal Service
College Town	Windram Mfg.
Data General	Westminster Prop.
Digital Equipment	U.S. Envelope
Dodge Chemical	Wang Laboratories, Inc.
Dymo, Inc.	Zayres
Doble Engineering	New England Nuclear
Data Printer	Sandman Electric
Energy Resources	Norcross Co.
Peter A. Frasse Co.	Interco
General Alloys	International Shoe
Genesco	Simmons Mattress Co.
GTE Sylvania	Hub Mail
Hartford Despatch	
Harvard Community Health	
Hatfield Paper	
Johnson & Johnson	
King's Dept. Stores	
Mystic Builders	
M.I.B., Inc.	
Mostek	
Nature Foods	
Nixdorf Computer	
New England Electric	
Nike	



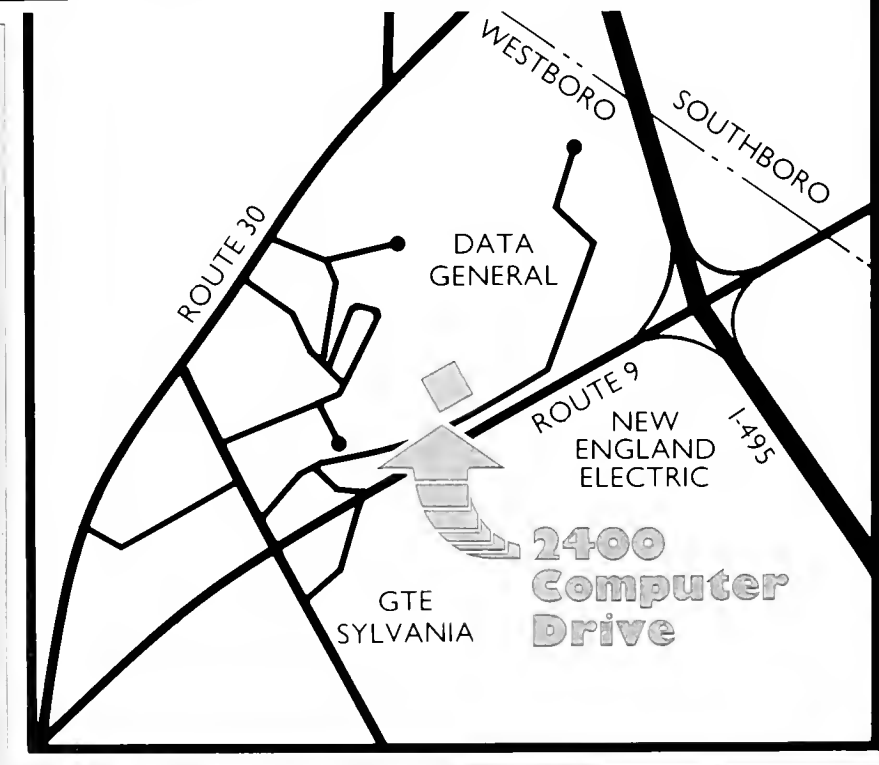
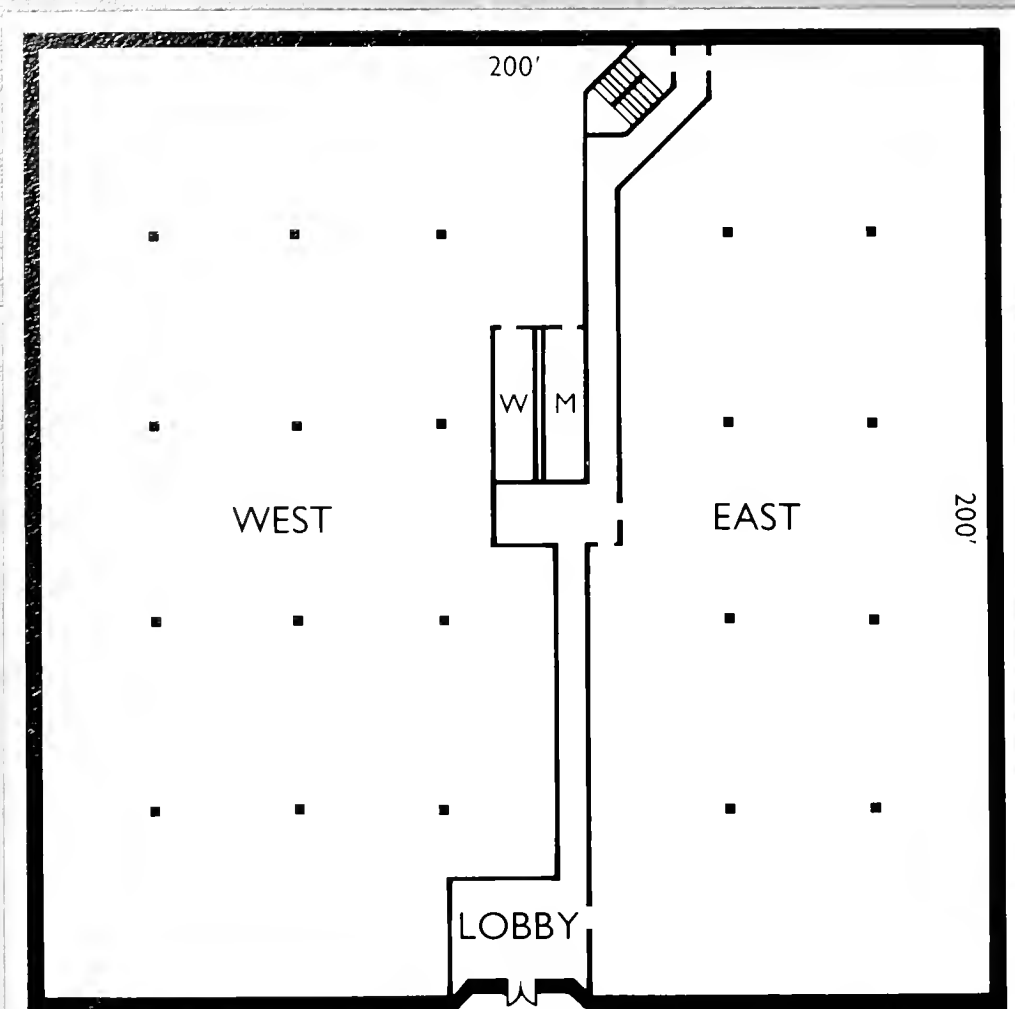
CAPTAINS QUARTERS

The Captains Quarters, Charlestown, MA
Developed by: Conroy/Heafitz Boston, MA



**2400
Computer Drive
Westboro, Massachusetts**

Executive Office / Research Facility



2400 Computer Drive

Westboro, Massachusetts

Executive Office / Research Facility *Developed by Computer Drive Trust*

**the
Building**

2400 Computer Drive, a two-story, 80,000 square foot executive office/research facility, has been expressly designed for tenants whose businesses require a distinctive and efficiently designed working environment.

Data General, a leading computer manufacturer, has leased the entire lower level for customer training purposes. Space is available on the top floor for multi-tenant occupancy with three to five year leases for 5,000 square feet or more.

The traditional brick facade, enhanced by a tinted glass, ribbon window design, projects an esthetic image. Careful use of materials and energy efficient, multi-zoned mechanical systems, ample power for special tenant requirements, as well as easily adaptable interior space planning, provide exceptional value for the quality conscious client.

**the
Site**

2400 Computer Drive occupies a gently rolling, thoughtfully landscaped 8-acre site. The sloping site allows each floor an on-grade entrance with parking convenient to both upper and lower levels, totaling 350 cars.



the Location

2400 Computer Drive is highly visible and easily accessible from Route 9 at the intersection of Interstate 495. The building is adjacent to Data General World Headquarters, and is situated directly across from New England Electric Systems and the new GTE Sylvania Office Building on Route 9.

For more information, please contact exclusive marketing agent:



Heafitz & Company, Incorporated

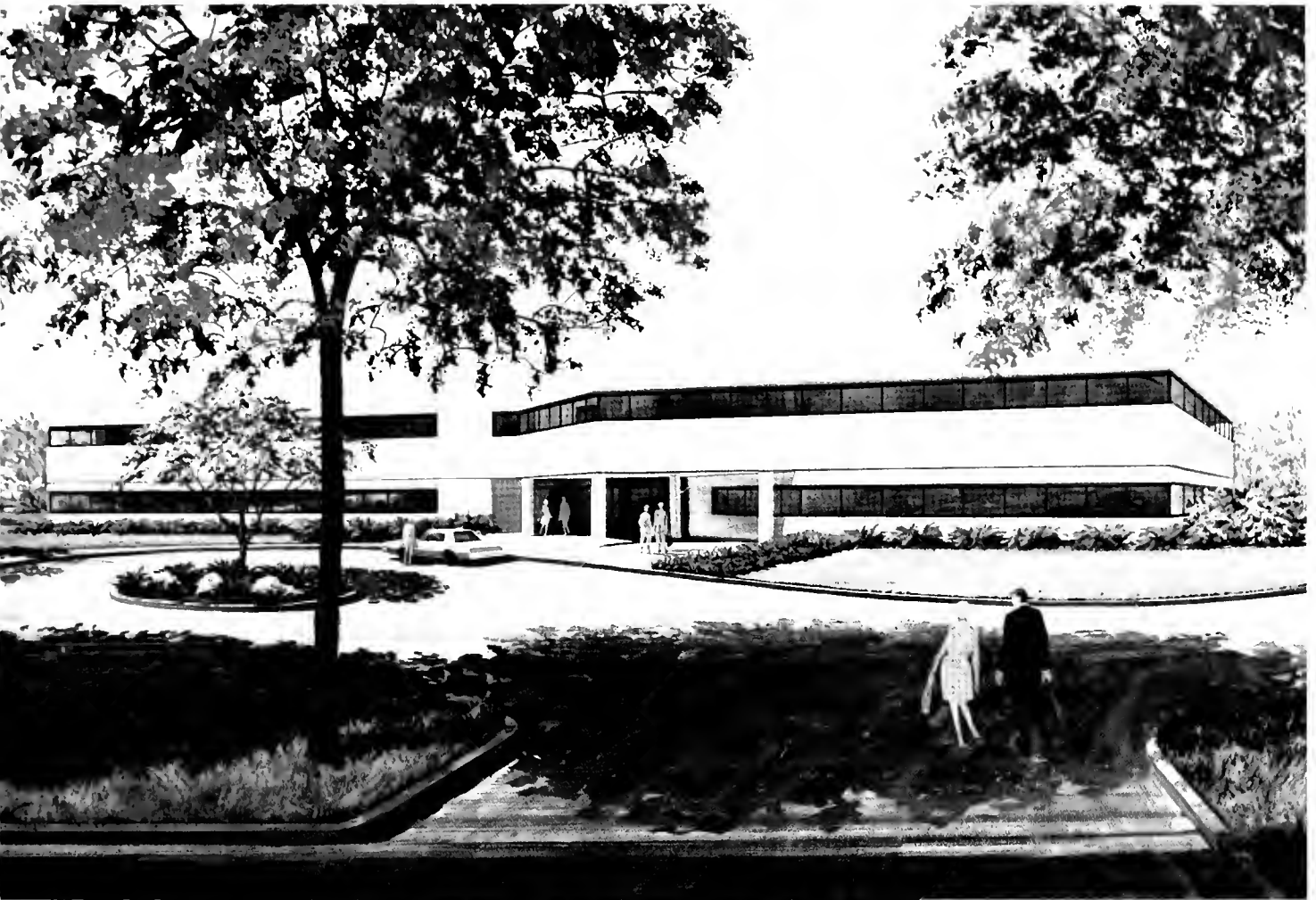
Corporate Real Estate

77 Franklin Street

Boston, Massachusetts 02105

617-426-0788

BOXBOROUGH TECHNOLOGY CENTER



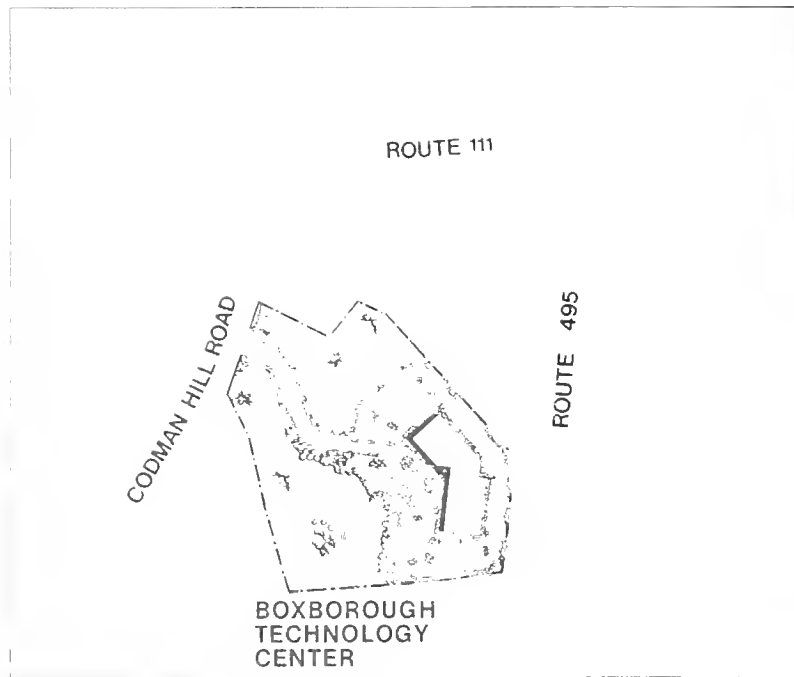
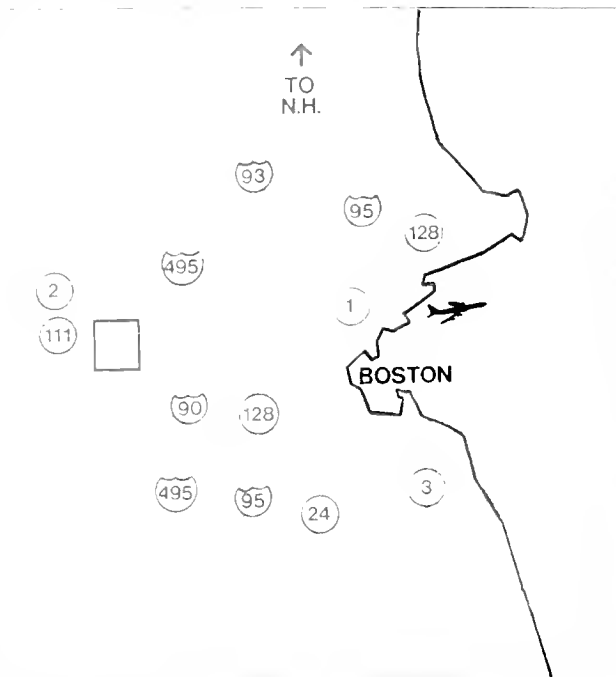
FOR SALE OR LEASE

100 BOXBOROUGH ROAD

BOXBOROUGH, MA

100,000 SQ. FT.

PROJECT SPECIFICATIONS



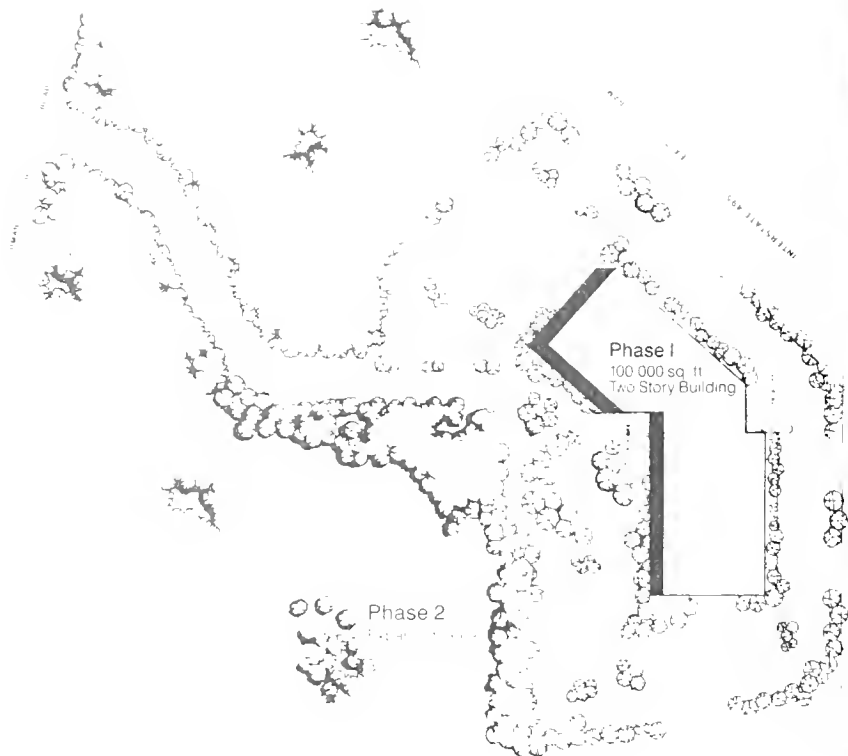
THE PROJECT

The project is a 100,000 sq. ft. two-story building located at the intersection of Route 111 and Route 495 in Boxborough, Massachusetts. The building is designed to accommodate a variety of uses, including executive offices, conference facilities, and recreational facilities.

The building is situated at a convenient location, near the Sheraton Boxborough Inn and Conference Center, and is easily accessible by major highways. The building is designed to provide a high-quality environment for its occupants, with ample natural light, ventilation, and recreational facilities.

The building's corporate neighbors include such prestigious companies as GenRad, Inc. and NEC Information Systems.

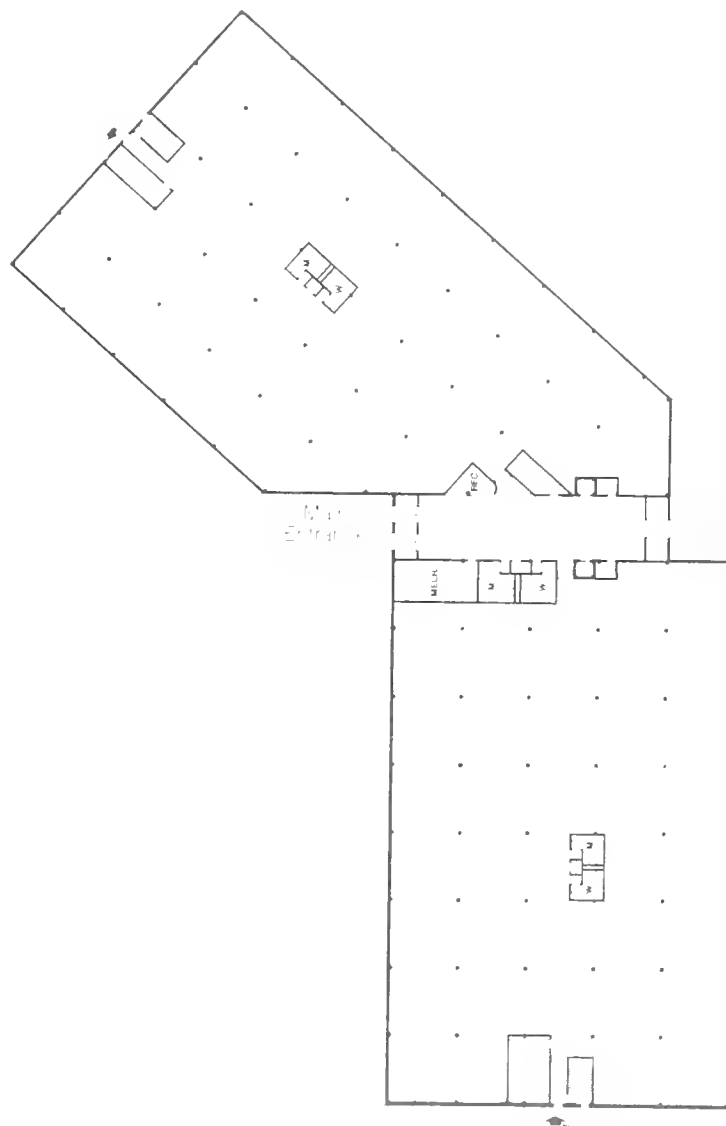
The building is designed to provide a high-quality environment for its occupants, with ample natural light, ventilation, and recreational facilities. The building is designed to provide a high-quality environment for its occupants, with ample natural light, ventilation, and recreational facilities.



THE BAYVIEW

When completed, the Bayview will be a 100,000 square foot, five-story Bayview Technology Center with the most modern research & development complex on Route 49.

Architecturally, the buildings will be handsome statements of contemporary design and earth tone brick, accented with bands of gray solar insulated glass. Both buildings will offer flexible design options to accommodate small and large users.



PROJECT FEATURES

Building Size

Phase I - 100,000 square feet

Phase II - 100,000 square feet

Schedule

Phase I - Completed Spring 1995

Phase II - Completed Winter 1995

Site

1.0 acre

Parking

100 spaces

Shipping/Receiving

dedicated areas in each building

Construction

brick masonry and brick face

Mechanical

low voltage, unitary cooling and heating systems

Elevators

four main passenger

For further information on this development opportunity please contact exclusive agent Cronin & Company at 617 523 4459



Cronin & Company, Inc.

One Main Street
Boston, Massachusetts 02109

tel. 617.338.1489

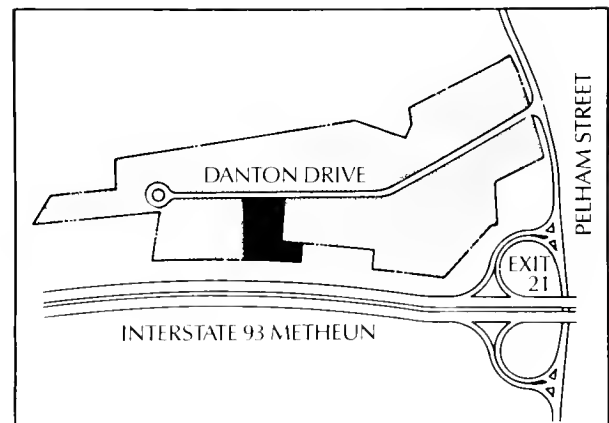
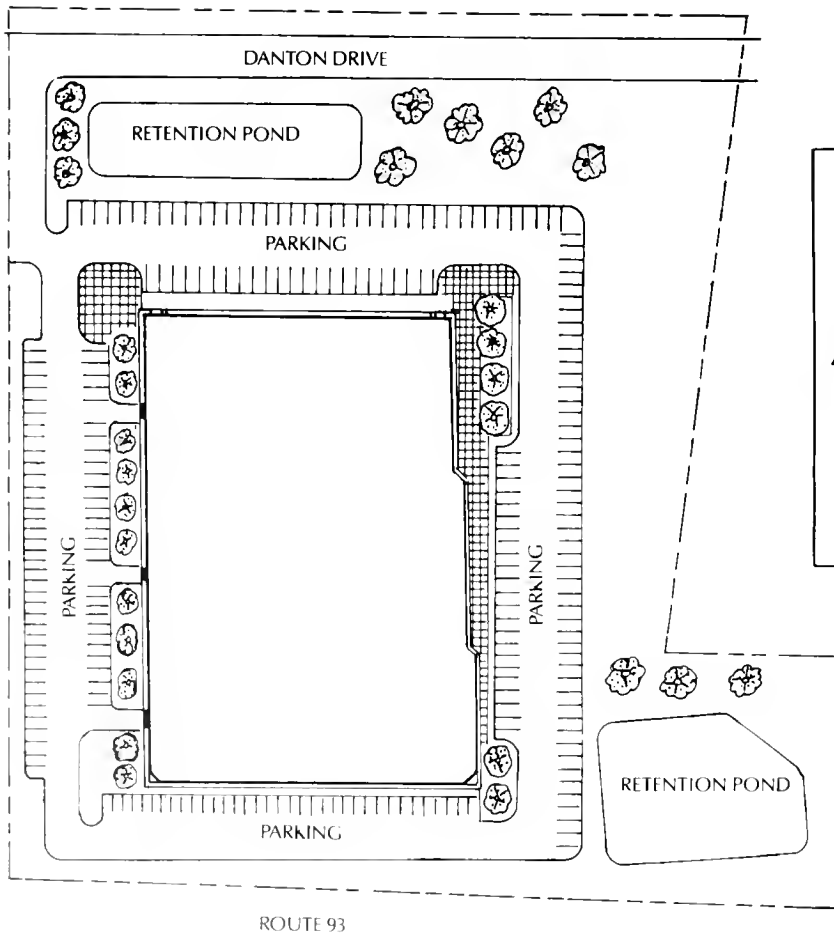


• METHUEN • INDUSTRIAL PARK •
— BUILDING ONE —

Flexibility. Efficient layout. Expansion options. Identity. Location. These are the basic benefits offered by the new 80,000 square foot R&D facility which we call Building One.

Subdividable into efficient operating units of 11,000 square feet or greater, the building provides an ideal location for the start-up growing high technology manufacturing or research/development company. The architecture is contemporary. Each corporate occupant is afforded a distinctive entrance with skylights. Designed to high tenant standards, Building One offers an energy efficient, spacious environment. Clear heights in the operational areas of 12' and 40' x 40' bay spacing allow versatility in equipment layout, adequate room for special purpose ducting, and flexibility to accept the dynamics of high technology growth.

Building One, Methuen Industrial Park, the logical location for high technology.



General Specifications

Site: 7.5 acres

Building: 80,000 square feet

Structural bay spacing: 40' x 40'

Interior clear height: 12' average

Entrances: four separate

Parking: 230 spaces

Shipping/Receiving: 3 truck docks

Construction Data

Exterior Walls: Metal stud system with gypsum sheathing with brick veneer, high resistance insulation, dark bronze anodized aluminum window frames with 1" tinted insulating glass

Roof: Single membrane roofing code required insulation

Floors: 3000 PSI concrete

Interior Finishes:

Offices: 3 $\frac{5}{8}$ " metal stud/ $\frac{5}{8}$ " gypsum board, solid core wood doors and metal frames, 2 x 4 acoustical tile ceilings, 9' above finished floor

Operational spaces: Open ceiling, painted joists and wall surfaces

Plumbing: Domestic systems plus complete wet sprinkler fire protection

HVAC: Office areas are efficiently cooled by independent variable air volume rooftop units
All heating is accomplished with a water source heat pump system with multiple zoning providing simple and effective temperature control and energy efficiency

Developer: Joint venture of Heafitz and Company, Old Stone Development and PB Realty Trust

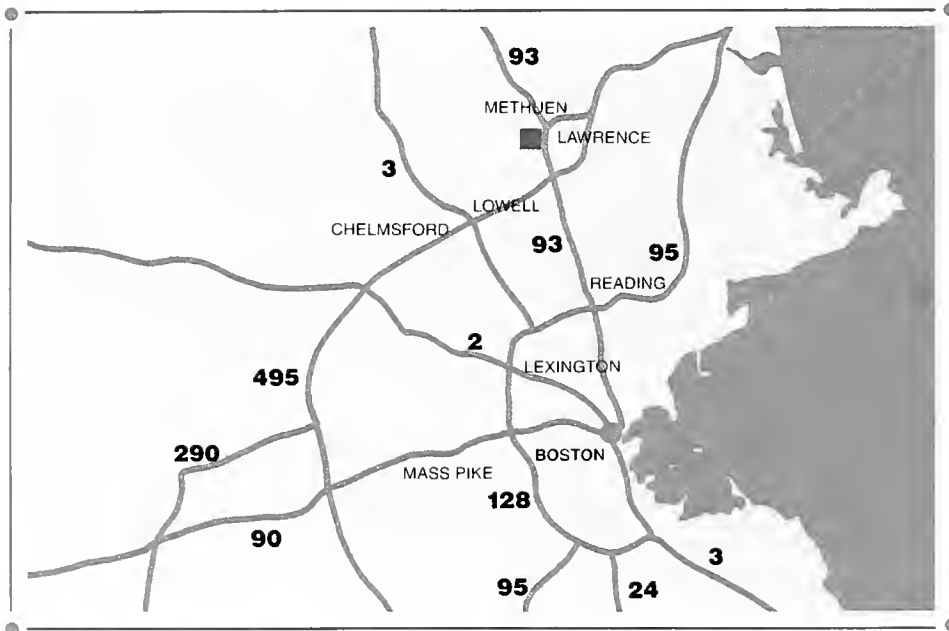
Architect: Aldrich Company of Cochrane, Massachusetts. Experienced designers of R&D, microelectronic production, electronic assembly and laboratory facilities

Construction: DCM Corporation of Cochrane, Massachusetts

Location:

Methuen Industrial Park, the last major site along Interstate 93 immediately available for development. Situated in the center of the Greater Lawrence/Southern New Hampshire labor market, it places you among corporate neighbors like Digital Equipment Corporation, GCA, Hewlett-Packard and Raytheon. A highway interchange is at your doorstep. Route 495 is four miles north. Boston is 30 minutes away via Route I-93.

Information contained herein is from sources we deem reliable, but Hunneman Commercial Corporation has not verified and does not warrant its accuracy. This offering is subject to change in price, prior sale, or withdrawal without notice.



Your source for commercial properties, nationwide

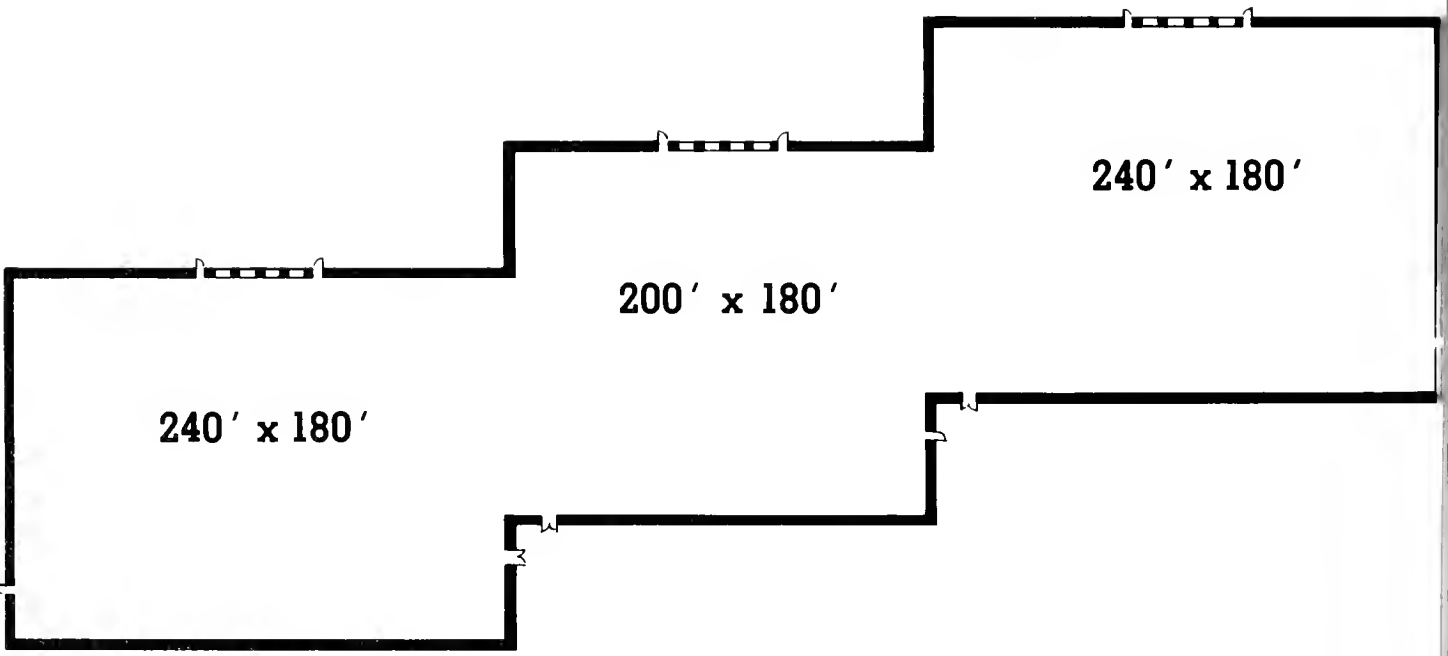
Exclusive Agents:

One Winthrop Square
Boston, Massachusetts 02110
617 426-4260

HUNNEMAN

HUNNEMAN COMMERCIAL CORPORATION





240' x 180'

200' x 180'

240' x 180'

122,000 SQ. FT.

The attractive new Woburn R&D building is conveniently located north of Boston directly off Route 128, America's technology highway. Situated on Commerce Way in Woburn, at the intersection of Route 128 and I-93 and with easy access to I-95, the Woburn R&D building offers a convenient and uncongested location. Corporate neighbors include Digital Equipment Corporation and Equitable Life Assurance.

The building has 122,000 square feet of space designed specifically for the functional needs and requirements of research and development, laboratory, and the small office user. This handsome metal panel and masonry building is accented with solar bronze glass and is sited on fully landscaped grounds with concrete sidewalks and parking for up to 404 cars.

One story, 122,000 square feet

Three separate modules, each with own entrance

20,000 square feet minimum space available

10% or more partitioned, carpeted office space available

Dropped ceiling throughout, with 10 foot clear height

Four 8x8' receiving doors per module, two with loading docks

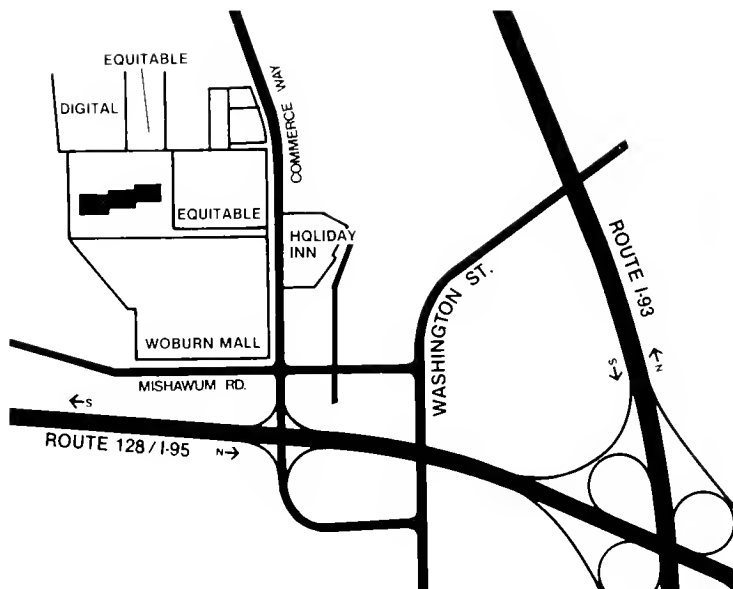
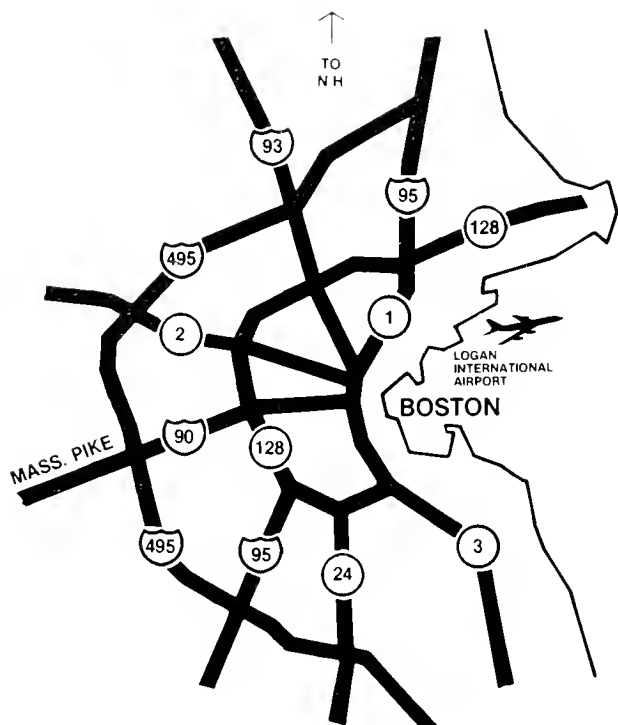
Column spacing, 40x30 feet

Fully sprinklered and air conditioned

VA tile flooring

1500 KVA power available

The Woburn R&D building has been developed by Woburn R&D and Carlson Development Corporation. It is scheduled for occupancy as of September 1, 1983 with three to five year leases available for 20,000 square feet or more.

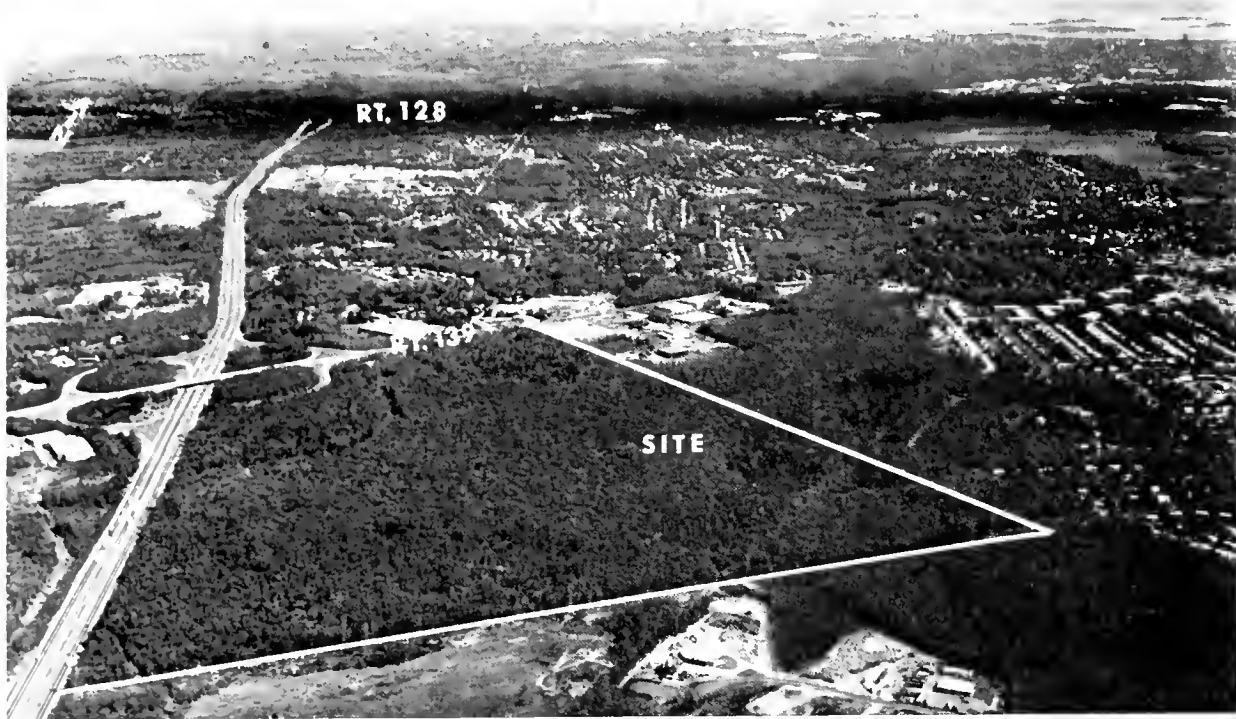


For more information, please contact exclusive marketing agent:



77 Franklin Street
Boston, Massachusetts 02105
617-426-0788

STOUGHTON TECHNOLOGY CENTER

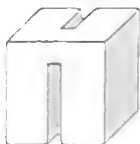


LOCATION

- * LOCATED NEXT TO ROUTE 24, A MAJOR ROUTE FROM BOSTON TO SOUTHERN MASS AND RHODE ISLAND.
- * ONLY FIVE MINUTES TO ROUTES 128 and 95.
- * ONLY FIFTEEN MINUTES TO THE MASS PIKE.
- * ONLY FORTY MINUTES TO GREATER BOSTON AND LOGAN AIRPORT

SITE DESCRIPTION

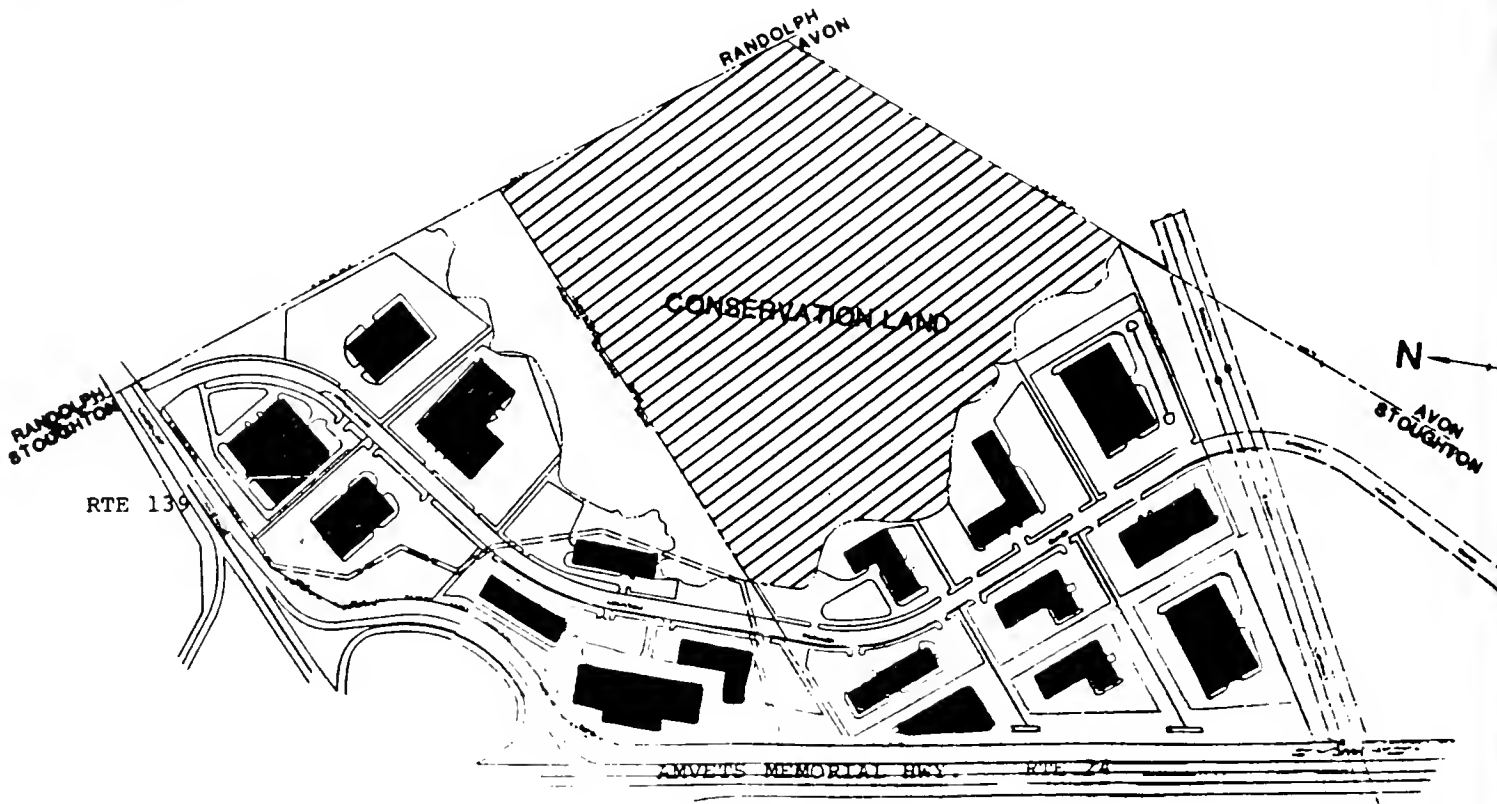
- * BEAUTIFUL, 287 ACRE SITE OVERLOOKING CONSERVATION LAND.
- * HIGHLY VISIBLE FROM ROUTES 24 AND 139.
- * ALL UTILITIES AVAILABLE ON SITE.
- * IDEAL FOR HIGH TECH, R&D, OFFICE, OR HOTEL.
- * OVER ONE MILLION SQUARE FEET OF DEVELOPMENT PLANNED.



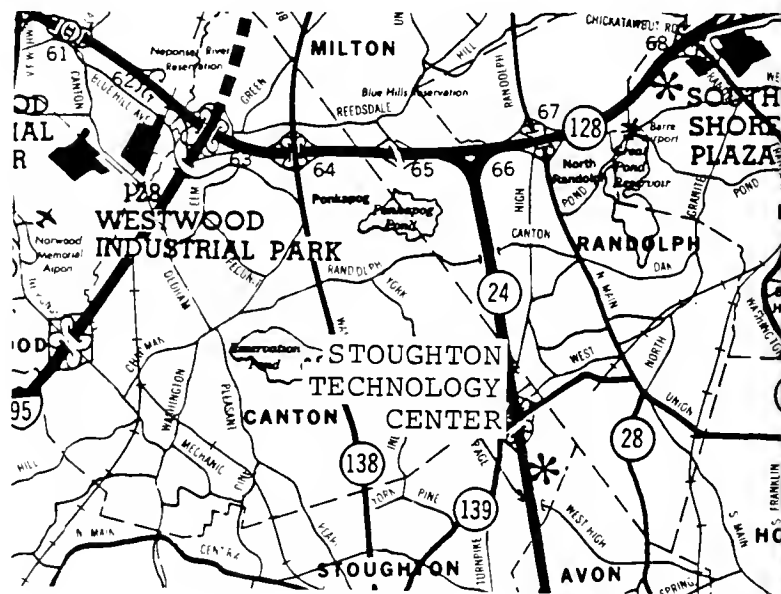
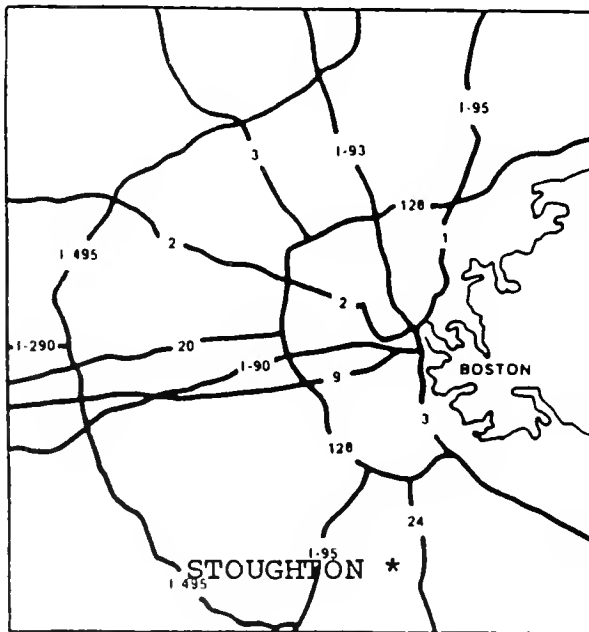
Heafitz & Company, Incorporated

Corporate Real Estate
77 Franklin Street
Boston, Massachusetts 02105
617-426-0788

PRELIMINARY SITE PLAN



LOCUS PLAN



**REDEVELOPER'S STATEMENT FOR PUBLIC DISCLOSURE
FINANCIAL STATEMENTS
DEVELOPER'S PRO FORMA AND OPERATING PRO FORMA**

PLEASE NOTE: THERE IS NO PAGE 4.

PART I

HUD-6004
(9-69)

REDEVELOPER'S STATEMENT FOR PUBLIC DISCLOSURE¹

A. REDEVELOPER AND LAND

1. a. Name of Redeveloper: Conroy - Heafitz, Developers
Joint Venture
- b. Address and ZIP Code of Redeveloper: 77 Franklin Street
Boston, MA 02110
- c. IRS Number of Redeveloper: Applied for
2. The land on which the Redeveloper proposes to enter into a contract for, or understanding with respect to the purchase or lease of land from

Boston Redevelopment Authority

(Name of Local Public Agency)

in the Charlestown Navy Yard

(Name of Urban Renewal or Redevelopment Project Area)

is the City of Boston, State of Massachusetts

is described as follows²

Building #96 at the Charlestown Navy Yard as described in the
BRA Design/Development Guidelines: Charlestown Navy Yard
Buildings 62, 96, 105 and 108, Parcel 6 & 7

3. If the Redeveloper is not an individual doing business under his own name, the Redeveloper has the status indicated below and is organized or operating under the laws of Massachusetts:

☐ A corporation.

☐ A nonprofit or charitable institution or corporation.

☐ A partnership known as

☒ A business association or a joint venture known as Conroy - Heafitz
Developers Joint Venture

☐ A Federal, State, or local government or instrumentality thereof.

☐ Other (explain)

4. If the Redeveloper is not an individual or a government agency or instrumentality, give date of organization

5. Names, addresses, title of position (if any), and nature and extent of the interest of the officers and principal members, shareholders, and investors of the Redeveloper, other than a government agency or instrumentality, are set forth as follows: 1. Terence W. Conroy, Conroy Development Corporation

77 Franklin Street, Boston, MA 02110

Lewis Heafitz, Heafitz & Company, 77 Franklin Street,
Boston, MA 02110

¹ If space on this form is inadequate for any requested information, it should be furnished on an attached page which is referred to under the appropriate numbered item on the form.

² Any convenient means of identifying the land (such as block and lot numbers or street boundaries) is sufficient. A description by metes and bounds or other technical description is acceptable, but not required.

- a. If the Redeveloper is a corporation, the officers, directors or trustees, and each stockholder owning more than 10% of any class of stock¹
- b. If the Redeveloper is a nonprofit or charitable institution or corporation, the members who constitute the board of trustees or board of directors or similar governing body.
- c. If the Redeveloper is a partnership, each partner, whether a general or limited partner, and either the percent of interest or a description of the character and extent of interest.
- d. If the Redeveloper is a business association or a joint venture, each participant and either the percent of interest or a description of the character and extent of interest.
- e. If the Redeveloper is some other entity, the officers, the members of the governing body, and each person having an interest of more than 10%.

NAME, ADDRESS, AND ZIP CODE

POSITION TITLE (if any) AND PERCENT OF INTEREST OR DESCRIPTION OF CHARACTER AND EXTENT OF INTEREST

Terence W. Conroy

Joint Venture Partner

Lewis Heafitz

Joint Venture Partner

6. Name, address, and nature and extent of interest of each person or entity (not named in response to Item 5) who has a beneficial interest in any of the shareholders or investors named in response to Item 5 which gives such person or entity more than a computed 10% interest in the Redeveloper (for example, more than 20% of the stock in a corporation which holds 50% of the stock of the Redeveloper; or more than 50% of the stock in a corporation which holds 20% of the stock of the Redeveloper):

NAME, ADDRESS, AND ZIP CODE

DESCRIPTION OF CHARACTER AND EXTENT OF INTEREST

7. Names (if not given above) of officers and directors or trustees of any corporation or firm listed under Item 5 or Item 6 above:

B. RESIDENTIAL REDEVELOPMENT OR REHABILITATION

(The Redeveloper is to furnish the following information, but only if land is to be redeveloped or rehabilitated in whole or in part for residential purposes.)

N/A

¹ If a corporation is required to file periodic reports with the Federal Securities and Exchange Commission under Section 13 of the Securities Exchange Act of 1934, so state under this Item 5. In such case, the information referred to in this Item 5 and in Items 6 and 7 is not required to be furnished.

1. State the Redeveloper's estimates, exclusive of payment for the land, for:

- a. Total cost of any residential redevelopment. \$
 - b. Cost per dwelling unit of any residential redevelopment. \$
 - c. Total cost of any residential rehabilitation \$
 - d. Cost per dwelling unit of any residential rehabilitation \$
- N/A

2. a. State the Redeveloper's estimate of the average monthly rental (if to be rented) or average sale price (if to be sold) for each type and size of dwelling unit involved in such redevelopment or rehabilitation:

<u>TYPE AND SIZE OF DWELLING UNIT</u>	<u>ESTIMATED AVERAGE</u>	<u>ESTIMATED AVERAGE</u>
	<u>MONTHLY RENTAL</u>	<u>SALE PRICE</u>

N/A

b. State the utilities and parking facilities, if any, included in the foregoing estimates of rentals:

N/A

c. State equipment, such as refrigerators, washing machines, air conditioners, if any, included in the foregoing estimates of sales prices:

N/A

CERTIFICATION

Terence W. Conroy,

Lewis Heafitz

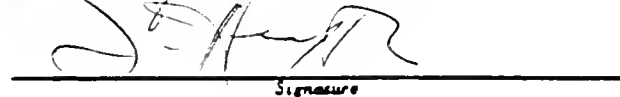
I (We)¹

certify that this Redeveloper's Statement for Public Disclosure is true and correct to the best of my (our) knowledge and belief.²

Dated: September 27, 1985

Dated: September 27, 1985


Signature


Signature

President

President

Conroy Development Corporation
77 Franklin Street

Heafitz & Company
77 Franklin Street

Boston, MA Address and ZIP Code 02110

Boston, MA Address and ZIP Code 02110

¹ If the Redeveloper is an individual, this statement should be signed by such individual; if a partnership, by one of the partners; if a corporation or other entity, by one of its chief officers having knowledge of the facts required by this statement.

² Penalty for False Certification: Section 1001, Title 18, of the U.S. Code, provides a fine of not more than \$10,000 or imprisonment of not more than five years, or both, for knowingly and willfully making or using any false writing or document, knowing the same to contain any false, fictitious or fraudulent statement or entry in a matter within the jurisdiction of any Department of the United States.

PART II

HUD-6004
(9-69)

REDEVELOPER'S STATEMENT OF QUALIFICATIONS AND FINANCIAL RESPONSIBILITY

(For Confidential Official Use of the Local Public Agency and the Department of Housing and Urban Development. Do Not Transmit to HUD Unless Requested or Item 8b is Answered "Yes.")

1. a. Name of Redeveloper: Conroy - Heafitz
Developers Joint Venture
- b. Address and ZIP Code of Redeveloper: 77 Franklin Street
Boston, MA 02110
2. The land on which the Redeveloper proposes to enter into a contract for, or understanding with respect to, the purchase or lease of land from

Boston Redevelopment Authority

(Name of Local Public Agency)

in The Charlestown Navy Yard

(Name of Urban Renewal or Redevelopment Project Area)

in the City of Boston, State of Massachusetts,
is described as follows:

Building #96 at the Charlestown Navy Yard as described in the
BRA Design/Development Guidelines: Charlestown Navy Yard
Building 62, 96, 105 and 108, Parcel 6 & 7

3. Is the Redeveloper a subsidiary of or affiliated with any other corporation or corporations or any other firm or firms? ☐ YES ☒ NO
If Yes, list each such corporation or firm by name and address, specify its relationship to the Redeveloper, and identify the officers and directors or trustees common to the Redeveloper and such other corporation or firm.

Terence W. Conroy 6/30/85
Lewis Heafitz 6/30/85

4. a. The financial condition of the Redeveloper, as of _____, 19____, is as reflected in the attached financial statement.

(NOTE: Attach to this statement a certified financial statement showing the assets and the liabilities, including contingent liabilities, fully itemized in accordance with accepted accounting standards and based on a proper audit. If the date of the certified financial statement precedes the date of this submission by more than six months, also attach an interim balance sheet not more than 60 days old.)

- b. Name and address of auditor or public accountant who performed the audit on which said financial statement is based: Gerard L. Schmitt, Comptroller
Heafitz & Co.

5. If funds for the development of the land are to be obtained from sources other than the Redeveloper's own funds, a statement of the Redeveloper's plan for financing the acquisition and development of the land:

The property is being leased. The funds for the rehabilitation will be obtained from the redeveloper's own funds and from local commercial banks such as The BayBank, Harvard Trust

6. Sources and amount of cash available to Redeveloper to meet equity requirements of the proposed undertaking

a. In banks:

NAME, ADDRESS, AND ZIP CODE OF BANK

AMOUNT
\$

See Financial Statements
attached

b. By loans from affiliated or associated corporations or firms:

NAME, ADDRESS, AND ZIP CODE OF SOURCE

AMOUNT
\$

N/A

c. By sale of readily salable assets:

DESCRIPTION

MARKET VALUE
\$

MORTGAGES OR LIENS
\$

N/A

7. Names and addresses of bank references:

See attached bank references

8. a. Has the Redeveloper or (if any) the parent corporation, or any subsidiary or affiliated corporation of the Redeveloper or said parent corporation, or any of the Redeveloper's officers or principal members, shareholders or investors, or other interested parties (as listed in the responses to Items 5, 6, and 7 of the Redeveloper's Statement for Public Disclosure and referred to herein as "principals of the Redeveloper") been adjudged bankrupt, either voluntary or involuntary, within the past 10 years? ☐ YES ☒ NO

If Yes, give date, place, and under what name.

b. Has the Redeveloper or anyone referred to above as "principals of the Redeveloper" been indicted for or convicted of any felony within the past 10 years? ☐ YES ☒ NO

If Yes, give for each case (1) date, (2) charge, (3) place, (4) Court, and (5) action taken. Attach any explanation deemed necessary.

9. a. Undertakings, comparable to the proposed redevelopment work, which have been completed by the Redeveloper or any of the principals of the Redeveloper, including identification and brief description of each project and date of completion: Conroy-Heafitz in association with Aldrich Company, Inc., a member of the Carlson Group, Inc., has built or rehabilitated over 200,000 square feet of commercial and industrial space in the past two years. Conroy-Heafitz has recently been appointed redeveloper for North Stoughton Industrial Park including 150 acres and have been appointed as redevelopers by the State. See enclosed information on recent projects.

- b. If the Redeveloper or any of the principals of the Redeveloper has ever been an employee, in a supervisory capacity, for construction contractor or builder on undertakings comparable to the proposed redevelopment work, name of such employee, name and address of employer, title of position, and brief description of work:

see (a) above

10. Other federally aided urban renewal projects under Title I of the Housing Act of 1949, as amended, in which the Redeveloper or any of the principals of the Redeveloper is or has been the redeveloper, or a stockholder, officer, director or trustee, or partner of such a redeveloper:

None

11. If the Redeveloper or a parent corporation, a subsidiary, an affiliate, or a principal of the Redeveloper is to participate in the development of the land as a construction contractor or builder:

- a. Name and address of such contractor or builder:

The Carlson Corporation
321 Commonwealth Road
Cohituate, MA 01778

- b. Has such contractor or builder within the last 10 years ever failed to qualify as a responsible bidder, refused to enter into a contract after an award has been made, or failed to complete a construction or development contract? ☐ YES ☒ NO

If Yes, explain:

- c. Total amount of construction or development work performed by such contractor or builder during the last three years: \$ 575,000,000.

General description of such work:

The Carlson Group is a group of coordinated companies providing professional services in facilities planning, design, engineering, construction, construction management, and real estate development for industrial, commercial, research and development and office clients.

- d. Construction contracts or developments now being performed by such contractor or builder:

See Attached List

IDENTIFICATION OF
CONTRACT OR DEVELOPMENT

LOCATION

AMOUNT
\$

DATE TO BE
COMPLETED

See attached list

a. Outstanding construction-contract bids of such contractor or builder:

AWARDING AGENCY

AMOUNT

\$

DATE OPENED

12. Brief statement respecting equipment, experience, financial capacity, and other resources available to such contractor or builder for the performance of the work involved in the redevelopment of the land, specifying particularly the qualifications of the personnel, the nature of the equipment, and the general experience of the contractor:

See attached "Personnel & Carlson Group

13. a. Does any member of the governing body of the Local Public Agency to which the accompanying bid or proposal is being made or any officer or employee of the Local Public Agency who exercises any functions or responsibilities in connection with the carrying out of the project under which the land covered by the Redeveloper's proposal is being made available, have any direct or indirect personal interest in the Redeveloper or in the redevelopment or rehabilitation of the property upon the basis of such proposal? ☐ YES ☒ NO

If Yes, explain.

- b. Does any member of the governing body of the locality in which the Urban Renewal Area is situated or any other public official of the locality, who exercises any functions or responsibilities in the review or approval of the carrying out of the project under which the land covered by the Redeveloper's proposal is being made available, have any direct or indirect personal interest in the Redeveloper or in the redevelopment or rehabilitation of the property upon the basis of such proposal? ☐ YES ☒ NO

If Yes, explain.

14. Statements and other evidence of the Redeveloper's qualifications and financial responsibility (other than the financial statement referred to in Item 4a) are attached hereto and hereby made a part hereof as follows:

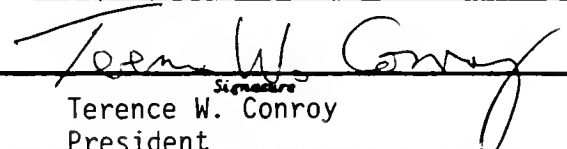
See attached Client List

CERTIFICATION

I (We) Terence W. Conroy, Lewis Heafitz

certify that this Redeveloper's Statement of Qualifications and Financial Responsibility and the attached evidence of the Redeveloper's qualifications and financial responsibility, including financial statements, are true and correct to the best of my (our) knowledge and belief.²

Dated: September 27, 1985

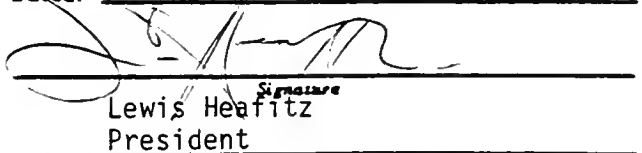

Terence W. Conroy
President

Title

77 Franklin Street, Boston, MA

Address and ZIP Code

Dated: September 27, 1985


Lewis Heafitz
President

Title

77 Franklin Street, Boston, MA

Address and ZIP Code

- ¹ If the Redeveloper is a corporation, this statement should be signed by the President and Secretary of the corporation; if an individual, by such individual; if a partnership, by one of the partners; if an entity not having a president and secretary, by one of its chief officers having knowledge of the financial status and qualifications of the Redeveloper..
- ² Penalty for False Certification: Section 1001, Title 18, of the U.S. Code, provides a fine of not more than \$10,000 or imprisonment of not more than five years, or both, for knowingly and willfully making or using any false writing or document, knowing the same to contain any false, fictitious or fraudulent statement or entry in a matter within the jurisdiction of any Department

STATEMENT OF FINANCIAL CONDITION FOR:

Terence W. Conroy

Lewis Heafitz

INCLUDED IN ORIGINAL PROPOSAL

BANK REFERENCES:

Bank of New England
Boston, MA

Mr. Hugh McCall

Shawmut Bank of Boston
Boston, MA

Mr. Paul Maloney

Old Stone Development Corp.
Providence, RI

Mr. Robert M. Doyle

BayBank Harvard Trust Company
Cambridge, MA

Mr. Peter R. Smollett

DEVELOPMENT PRO FORMA
(Estimates in 1985 Dollars)

Total Gross Square Footage

Office	5430
Retail	
Other (please specify)	
Parking (if applicable)	

Total Net Square Footage

Office	5000
Retail	
Other (please specify)	

Construction Costs

Rehabilitation (\$____/GSF)	\$ 450,000
New Construction (\$____/GSF)	
Parking (\$____/space)	
Site Improvements (\$____/Land SF)	100,000
Other	
Total	\$

Related Costs

Architect/Engineering	\$ 35,000
Marketing/Brokerage	25,000
Developer Fees	
Miscellaneous Fees	10,000
(Legal, Acctg. Ins., Title)	
Construction Loan Interest	
(6 mos. @ 14% with 50 % drawdown on \$300,000)	12,000
Financing Fees	
BRA Base Rent	
(Construction period of 6 mos.)	3,000
Other Related Costs	
(please specify)	

Charlestown Neighborhood
Contribution

3,000

Total

\$

Contingency (____% of \$ _____)

\$ 50,000

Total Development Cost

\$ 688,000

OPERATING PRO FORMA
(Estimates in 1987 Dollars)
(Where applicable use 6% annual inflation factor)

	Year 1	Year 2	Year 3
Commercial Income			
Office (5000 NSF @ \$ 25 /NSF)	\$ 125,000	\$125,000	\$125,000
Retail (_____ NSF @ \$ _____/NSF)	_____	_____	_____
Other (_____ NSF @ \$ _____/NSF)	_____	_____	_____
Parking (attach parking rate structure)	_____	_____	_____
Potential Gross Income	\$ 125,000	\$125,000	\$125,000
Vacancy (@ 5 %)	(\$ -7,000)	(\$ -7,000)	(\$ -7,000)
Effective Gross Income	\$ 118,000	\$118,000	\$118,000
Operating Expenses			
Office (\$ 4 /NSF)	\$ 20,000	\$ 20,000	\$ 20,000
Retail (\$ _____/NSF)	_____	_____	_____
Other (\$ _____/NSF)	_____	_____	_____
Parking(\$ _____/space)	_____	_____	_____
Total	(\$ _____)	(\$ _____)	(\$ _____)
Real Estate Taxes			
Office (\$ 2 /NSF)	\$ 10,000	\$ 10,000	\$ 10,000
Retail (\$ _____/NSF)	_____	_____	_____
Other (\$ _____/NSF)	_____	_____	_____
Parking(\$ _____/space)	_____	_____	_____
Total	(\$ _____)	(\$ _____)	(\$ _____)
BRA Base Rent	(\$ 5,000)	(\$ 5,000)	(\$ 5,000)
Net Income Available for Debt	\$ 83,000	\$ 83,000	\$ 83,000
Debt Service (14 % on \$500,000 for 30 yrs.)	(\$ 70,000)	(\$ 70,000)	(\$ 70,000)
Cash Flow	\$ 13,000	\$ 13,000	\$ 13,000

Equity Participation (if applicable)
(Amount and % of Total Development Cost) \$ _____

Return on Equity
(Cash Flow/Equity) _____%

Return on Total Development Cost
(Net Income Available/Total Development Cost) _____%

DEVELOPMENT OBJECTIVES AND EMPLOYMENT OPPORTUNITIES
DRAWINGS

REHABILITATION OF BUILDING 96

At

THE CHARLESTOWN NAVY YARD

DEVELOPMENT OBJECTIVE

Rehabilitation of Office Suites

Conroy-Heafitz plans to rehabilitate Building 96 for use as professional banking and/or related office suites. This single story, brick building with hipped roof contains approximately 5,430 Gross Square Feet. Building 96 together with the Captains Quarters, directly across the street, would be the anchor and focal point at the northern entrance of the Charlestown Navy Yard.

Conroy Development Corporation and Heafitz & Co., Inc. have identified this building as a prime location for a banking facility with related office use.

Historical Context

Located within the Historic Monument Transfer Area and containing some of the earliest existing buildings in the yard, this site combined with the Captains Quarters, will serve as an architectural and historical focal point. Directly adjacent to Building 79 and part of the Ropewalk Complex, Building 96 with its classical revival decorative motifs complements its adjacent larger structures. The Building since its 1899 erection has entertained many uses, from its earliest use as the power house for the complex and to its most recent use as a hemp storage and pump repair building.

DEVELOPMENT OBJECTIVE (Cont'd)

Preservation of Architectural Features

The strategy for commercial reuse of Building 96 is designed to introduce the minimum amount of alteration to the existing structure. The exterior of the Building will remain unchanged except for restoration or repair of any deterioration. The interior, partitioned into two sections with one toilet enclosure, shall be partitioned for office use and made to comply to code.

Attraction of Business and Jobs

Because leasing rates in renovated Building 96 will be comparable to that of suburban office space, prospective smaller users will be attracted to this location. This development will offer an affordable alternative, with outstanding interior design in an historic setting.

Parking

Because of the size of Building 96 and its adjacent land area, no on-site parking is planned. Parking will be accommodated in the adjacent Building 199 Parking Garage which will be completed early in 1986. The use of the nearby parking garage enables the entire site to be dedicated to an attractive landscaped courtyard area.

Orientation Point and Public Pathways

The site of Building 96 is at 5th Avenue between the Ropewalk Complex and Gate 5. As part of the open area design, an area with benches, plantings and ample lighting will be created for employee or visitor use. The area will be designed to blend in with the continuous pedestrian walk from the southern end of the Navy Yard along Flirtation Walk to the Mystic River.

DEVELOPMENT OBJECTIVE (Cont'd)

Intention to Begin Immediately

Due to their commitment to the development of the Captains Quarters and relocating their offices, Conroy-Heafitz is prepared to begin construction immediately on Building 96 upon being designated as developer by the BRA and receiving any required permits or variances. Because their team has worked together on numerous projects, there will be no administrative delays in the process.

EMPLOYMENT OPPORTUNITIES AND OBJECTIVES

The rehabilitation of Building 96 will create an additional 5,430 Gross Square Feet of office space which will house approximately 30 employees. The developer projects that between 20 to 50 percent of the people will be residents of Boston. Due to the location of Building 96, it is expected that the development will be particularly attractive to employers and employees from Charlestown; including people who reside at The Navy Yard.

During construction, it will generate approximately 40 jobs.

Mr. Conroy, President of Conroy Development Corporation and a resident of The Shipways at the Charlestown Navy Yard, plans to move his offices to the Captains Quarters, affirming his personal interest in the redevelopment of Building 96. With interest from a Bank to locate a branch office in this building, the tone will be set for occupancy by small professional firms should space remain.

The development of professional office suites also offers a balance of employment opportunities and businesses within the area. The industrial scale of nearby Buildings #114 and #149 mandates marketing to larger users. The smaller offices in Building 96 will attract professional and service companies which will complement the larger businesses in adjacent properties. Professional and service companies are characteristically labor intensive, employing a high percentage of professional, technical and office workers. Small businesses and service companies have typically been one of the fastest growing sectors in the state's economy. The small offices will thus provide the opportunity for growth of new and small companies within Charlestown which can provide future job opportunities to local residents. The addition of a banking facility to the Charlestown Navy Yard, offers the adjacent larger users convenience and accessibility to perform their banking needs. Traffic would also be reduced since it is within walking distance to all points in the Navy Yard.

OUTLINE OF PRESERVATION ISSUES

Leslie Donovan, the Preservation Consultant, will be responsible for preservation and materials conservation issues. Due to the architectural and historical significance of this property, it is understood that the Boston Redevelopment Authority expects sensitive and carefully tested preservation techniques to be used in all aspects of the design.

The preservation concerns handled by the architect will include the following issues.

Doors

All doors on the west and east facade will be restored to match original including fanlight and glazing. Overhead door on the southern facade will either be restored to original or replaced with a contemporary recessed door.

Masonry Cleaning

Careful inspection of all facades will be required to determine the extent of repair work necessary. A mortar analysis will be conducted to determine the appropriate composition for replacement mortar.

Roof

The roof on Building 96 is slate and will be restored if necessary.

Windows

All windows will be resotred to match the original 12/12 double hung sash. Some of the original window openings on the Gate 5 end of the building have been bricked in and these will be restored to the original 12/12 double hung sash type. The wooden monitor is shown as having 21, 9-paned windows along each side and these will be restored to match existing.

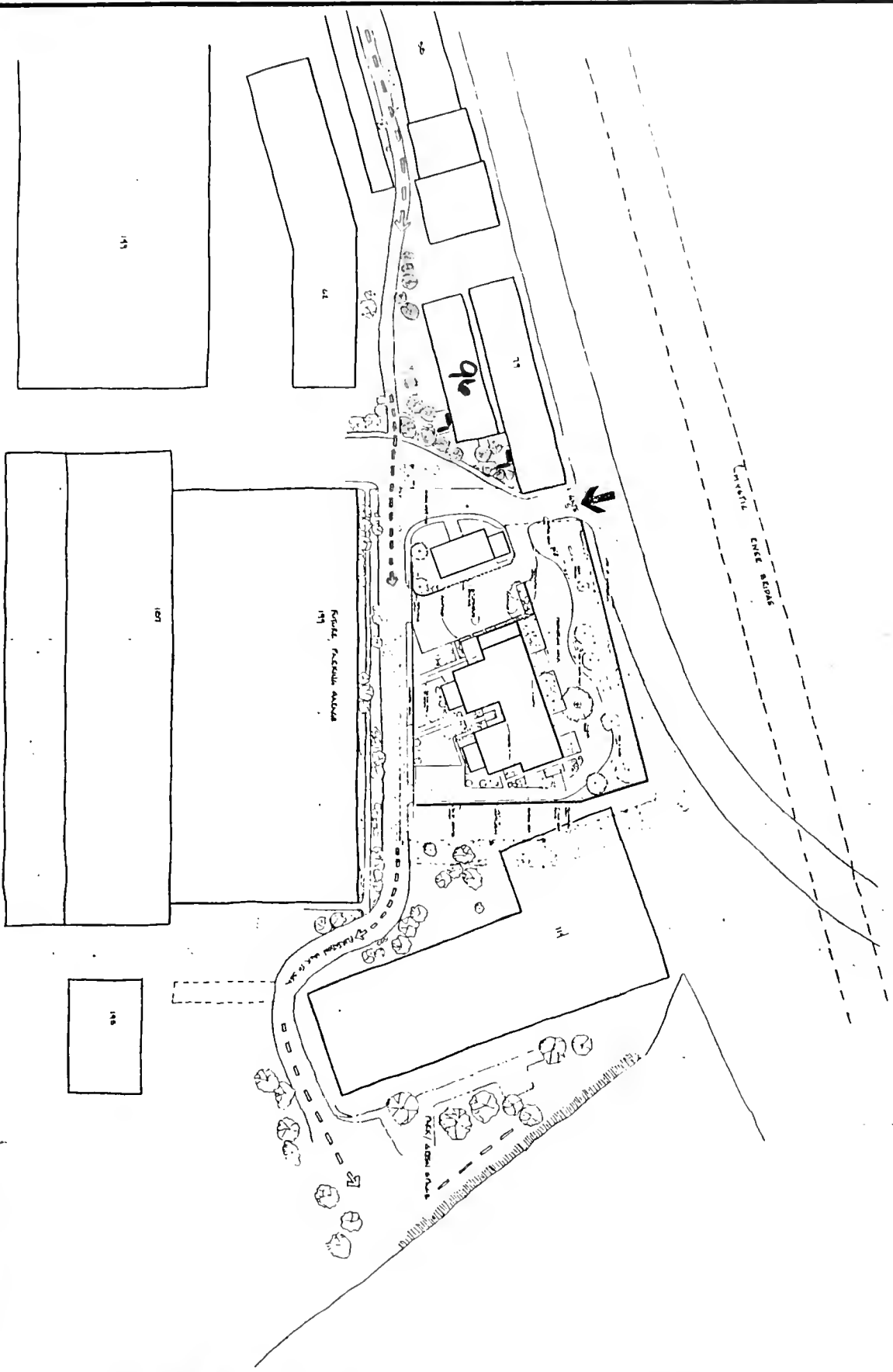
OUTLINE OF PRESERVATION ISSUES (Cont'd)

Landscaping and Open Area

The open area presently surrounding Building 96 is asphalt. It is recommended that this material be removed and replaced with brick pavers to match the Captains Quarters, thus keeping the Gate 5 area an attractive and pleasant focal point when entering and exiting. The addition of plantings, benches and lighting creating a courtyard setting could be enjoyed by employees and pedestrians alike. We would assume the responsibility for improvements at Gate 5.

Miscellaneous

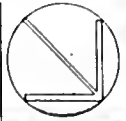
The conveyor and structure, speaker, vents will be removed and facade will be restored to match existing.



MASTER SITE PLAN
SCALE 1" = 40'

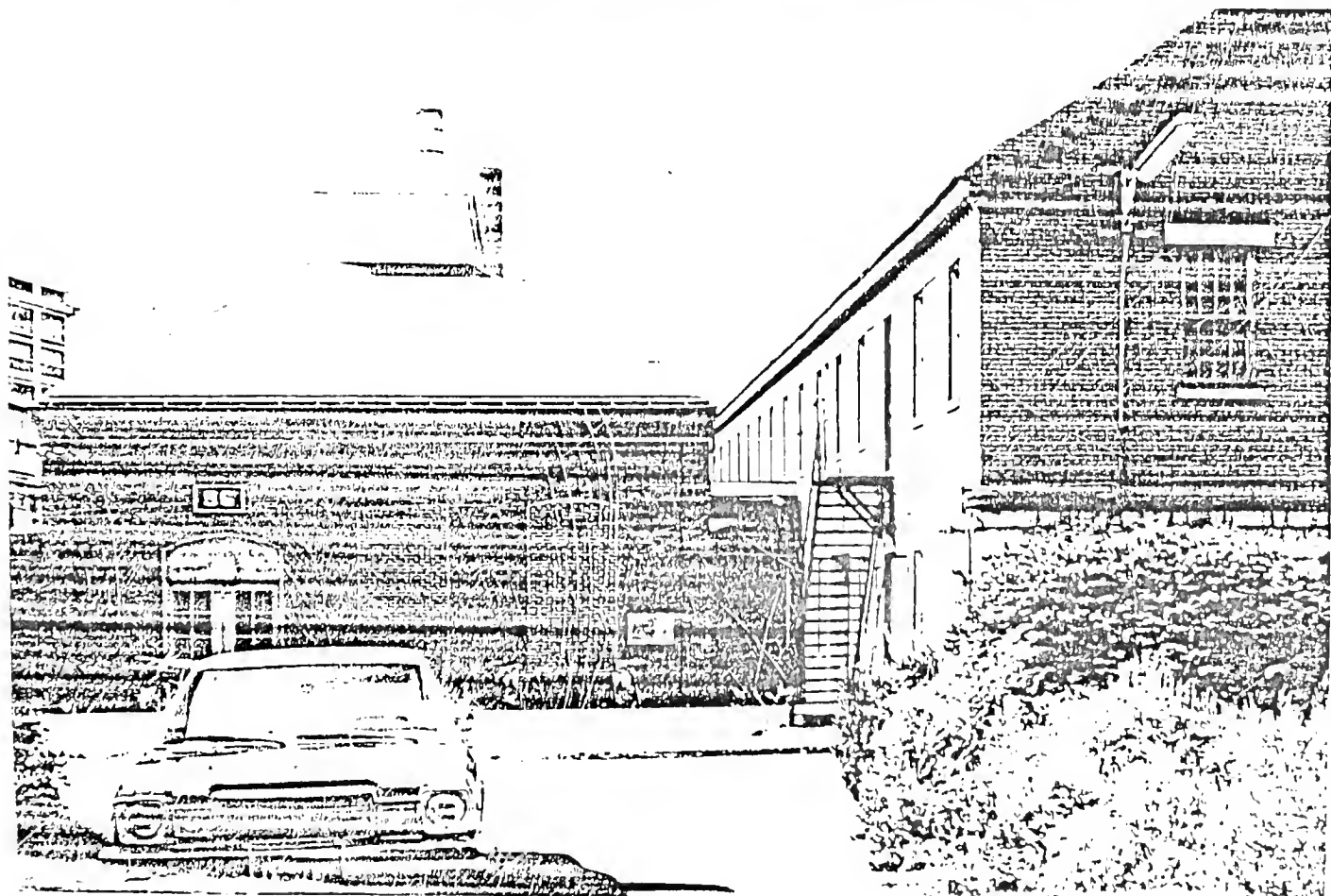
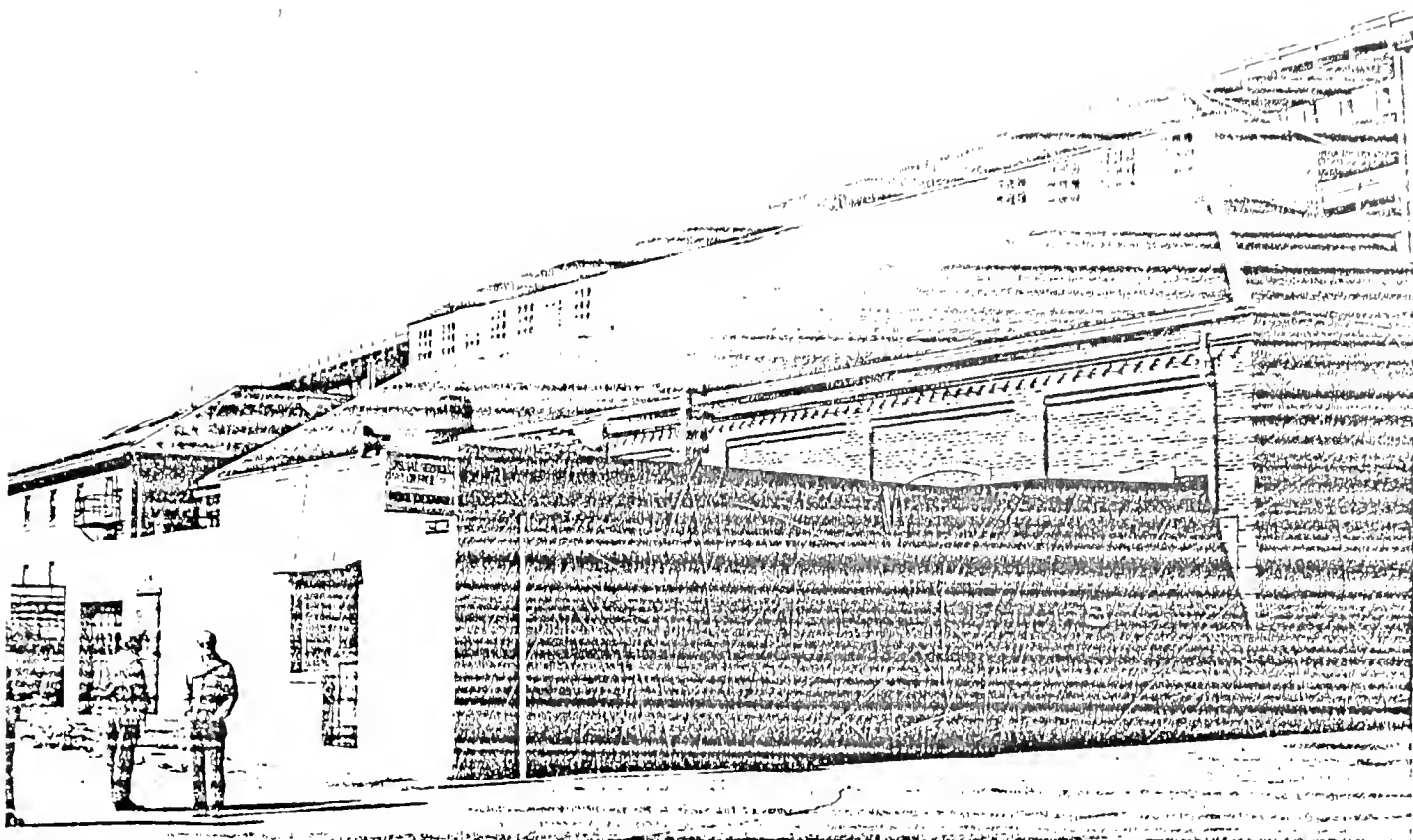
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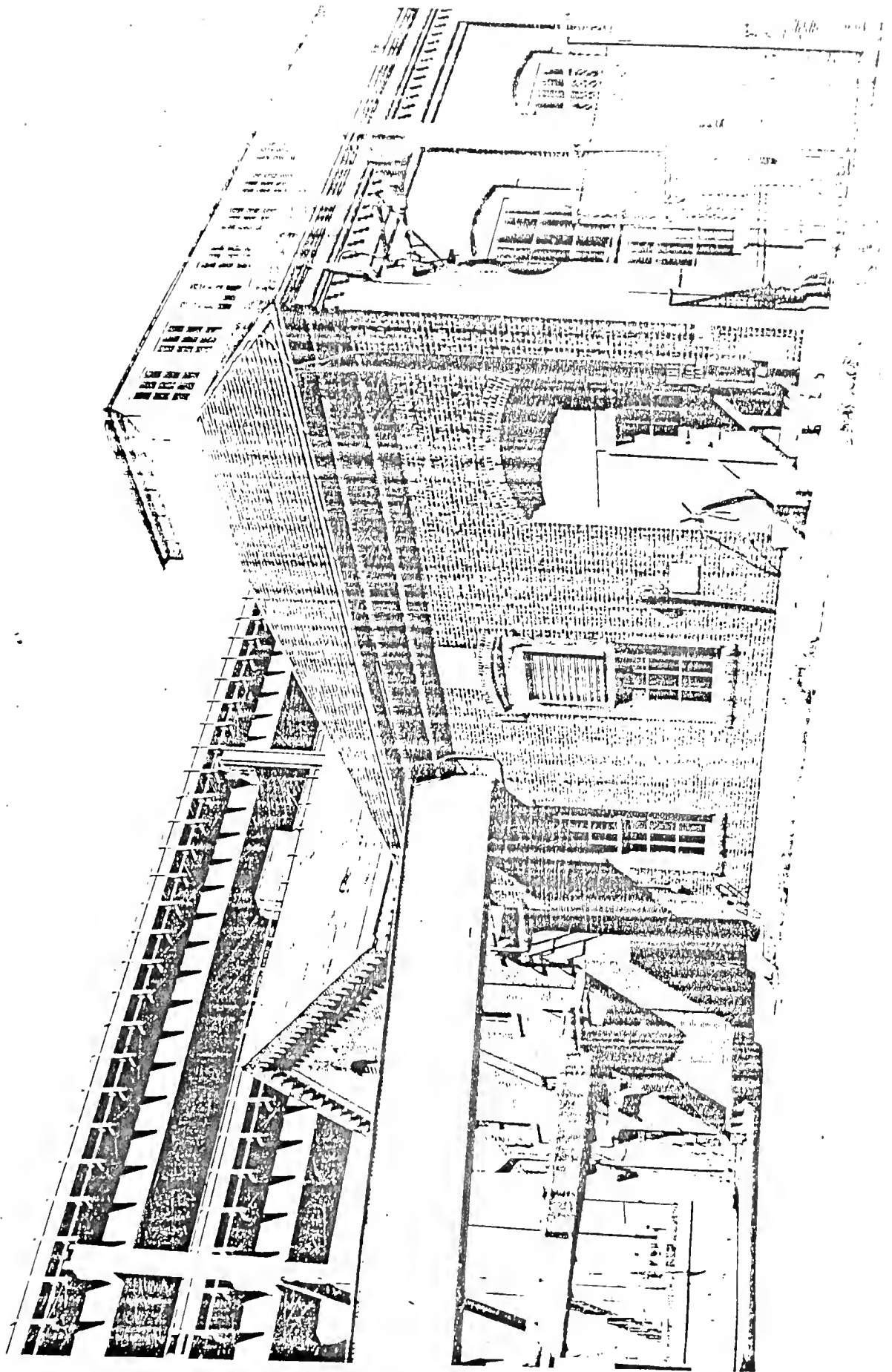
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OFFICE SUITE PROPOSAL
BUILDING 96
CHARLESTOWN NAVY YARD

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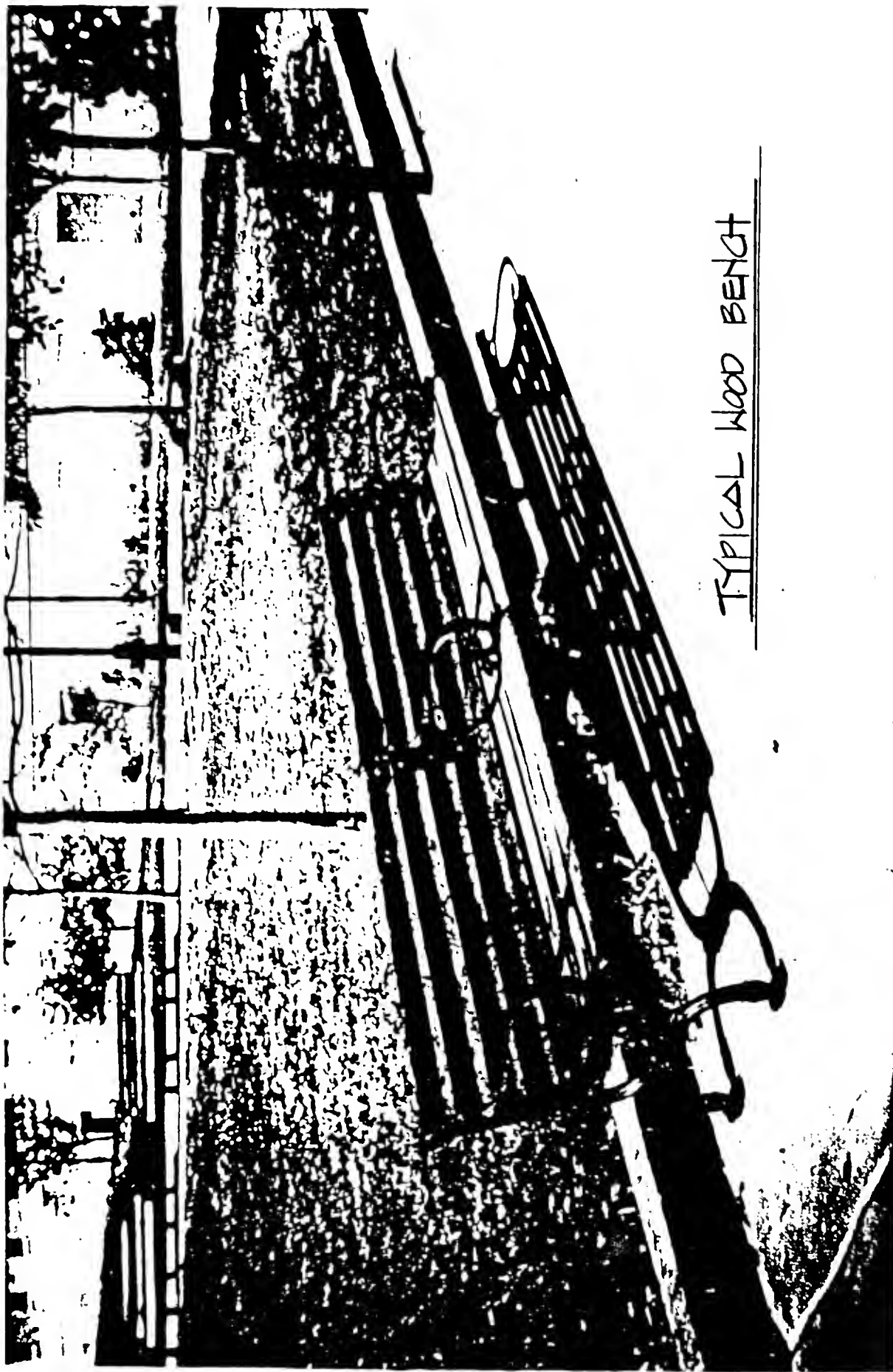






TYPICAL 14' ACORN LIGHT FIXTURE

TYPICAL WOOD BENCH



CARLSON/ALDRICH - REFERENCES

THE CARLSON GROUP, INC.

ORGANIZATION -- HISTORY AND BACKGROUND

The Carlson Group, Inc. evolved from a small business founded in 1945 by John I. Carlson, Sr. and is today a rapidly growing organization of coordinated companies dedicated to the mission of providing industry, commerce and the health care community with the means of fulfilling their facilities development goals within a continually changing economy and society.

The Carlson Group of Companies offers a unique approach to the increasingly complex process of creating modern-day facilities. The Carlson Group, Inc. is the parent organization of Subsidiary Companies providing comprehensive planning, design, engineering and construction management services.

Among these are Aldrich Company, Inc., The Carlson Corporation, Carlson Southeast Corp. and Carlson Southwest Corp.

Separate professional services available include:

Architecture and Engineering by Aldrich Company, Inc., a wholly owned design and engineering subsidiary company of The Carlson Group, Inc. (Delaware).

Construction Management by The Carlson Corporation, Carlson Southeast Corp. and Carlson Southwest Corp. which are wholly owned subsidiary companies of The Carlson Group, Inc. (Delaware).

THE CARLSON GROUP, INC.

ORGANIZATION (Cont'd)

Parent Company:

Carlson Holdings Corp.	
Nature of business:	Holding company
Principal office:	1220 Nineteenth Str., NW Washington, D.C. 20036
Location of operations:	Texas
Type of entity:	corporation
State of incorporation:	Texas
Date incorporation:	October 24, 1984

Subsidiaries (Partial Listing):

The Carlson Group, Inc. (Delaware)	
Nature of business:	Holding company
Principal office:	2400 Lake Park Drive Smyrna, Georgia
Location of operations:	Georgia
State of incorporation:	Delaware
Date incorporation:	July 23, 1970
Names of officers:	Provided on request
 The Carlson Corporation	
Nature of business:	Project management and marketing of project management services
Principal office:	321 Commonwealth Road Cochituate, Mass.
State of incorporation:	Massachusetts
Date of incorporation:	January 29, 1951
Names of officers:	Provided on request
 Aldrich Company, Inc.	
Nature of business:	Engineering and architectural services
Principal office:	321 Commonwealth Road Cochituate, Mass.
State of incorporation:	Massachusetts
Date of incorporation:	August 17, 1959
Names of officers:	Provided on request
 Carlson Southeast Corp.	
Nature of business:	Project management
Principal office:	2400 Lake Park Drive Smyrna, Georgia
State of incorporation:	Georgia
Date of incorporation:	January 17, 1974
Names of officers:	Provided on request

THE CARLSON GROUP, INC.

ORGANIZATION (Cont'd)

Subsidiaries (Partial Listing): (Cont'd)

Carlson Southwest Corp.	
Nature of business:	Project management
Principal office:	16701 Greenspoint Park Drive/Suite 250 Houston, Texas
State of incorporation:	Texas
Date of incorporation:	January 24, 1980
Names of officers:	Provided on request

Branches (Partial Listing):

Carlson Southeast Corp.
3901 Coconut Palm Drive
Tampa, FL 33619

Carlson Southeast Corp.
129 West Trade Street, Suite 1306
Charlotte, NC 28202

Carlson Southwest Corp.
337 North Vineyard Ave., Suite 400
Ontario, CA 91764

The Carlson Corporation
120 Gibraltar Road, Suite 209
Horsham, PA 19044

The Carlson Corporation
191 Post Road West
Westport, CT 06880

The Carlson Corporation
104 Wilmot Road, Suite 306
Deerfield, IL 60015

Other Offices of The Carlson Group, Inc. (Delaware)
and Subsidiaries (partial listing):

Grupo Carlson, S.A. de C.V.
Mexico 18, D.F.
Mexico City

THE CARLSON GROUP, INC.

APPROACH

Interdisciplinary Teamwork

All of the internal resources of The Carlson Group of companies, including planners, economists, architects, engineers and construction personnel, as well as specialists in master planning, cost and schedule control, legal, financial and real estate are integrated into a coordinated operational unit.

When providing our Clients with separate professional services, such as architecture, engineering or construction management, input becomes available from every speciality within the Carlson organization, bringing a wealth of practical knowledge to every project team.

Similarly, our teamwork approach enables the member companies to also offer our Clients any combination of services they require to meet their needs and complete a project successfully. The configurations can range from phased architecture, engineering and construction management to a complete design/construction process, with any company of The Carlson Group able to provide individual services that include the benefits of value analysis, cost control and fast-track scheduling.

Scheduling

Detailed project scheduling with the Carlson Approach begins in the initial planning and design phases and continues throughout the life of a project.

Critical Path Scheduling methods are employed by Carlson teams to arrive at project schedules that are accurate and thorough. Specifically, the precedence diagramming method of network analysis is used because of its flexibility and

THE CARLSON GROUP, INC.

APPROACH (Cont'd)

Scheduling (Cont'd)

adaptability. Utilizing a computer-aided system, all the major components of a project are planned, including design and approval milestones, purchasing and subcontractual deadlines and material delivery dates.

Fast-track techniques, or phased construction, in which many project activities are planned and executed simultaneously, are employed to compress the overall project duration to a minimum.

Constant monitoring and updating of all schedule conditions during preliminary planning and design, as well as during construction, assures that target dates and actual status are constantly being compared.

THE CARLSON GROUP, INC.

SERVICES

The basic services of The Carlson Group, Inc. are listed below. During performance of the work a project can draw upon these resources as needed.

Site Location
Feasibility Analysis
Facility Programming
Site Evaluation
Master Planning
Value Engineering
Energy Analysis
Program Management
Architecture
Landscape Architecture
Interior Design-Space Planning
Plant Layout
Material Handling
Architectural Engineering
Civil Engineering
Electrical Engineering
Mechanical/HVAC Engineering
Process Engineering
Computer Aided Design
Consultation
Project Planning
Cost Estimating
Computerized Scheduling
Computerized Cost Control
Purchasing
Expediting
Engineering Management
Project Management
Construction Management
Construction Supervision
General Contracting
Real Estate Development

THE CARLSON GROUP, INC.

SERVICES (Cont'd)

Comprehensive Services

Within a single organizational structure, specialists have been assembled in all the fields of planning, architecture, design, engineering, construction, construction management and real estate development.

Coupled with a systems teamwork concept that is both complete in scope and flexible in application, this extensive pool of talent permits the collective group of companies to offer truly comprehensive services, spanning the entire design, construction and development process.

Complete Services

From early conceptual planning through project completion, all phases of facilities development fall within the range of services of The Carlson Group.

Under the tested and proven design/construction concept, The Carlson Corporation, drawing upon the resources of the entire Carlson Group of companies, assumes responsibility and accountability to the Client for achieving a successful program.

This concept, which we call Total Project Responsibility, encompasses complete planning, design and engineering, as well as a construction management process designed to coordinate, expedite and control the total project.

THE CARLSON GROUP, INC.

SERVICES (Cont'd)

Flexible Services

Since the specific needs of each Client are unique, the Carlson approach is flexible in application to satisfy individual requirements.

Clients have the option of utilizing the Group's total resources or they may select that part of the process best suited to their needs.

Any design service, engineering discipline or facility development approach may be chosen. Our Clients can utilize either traditional architecture and engineering followed by general contracting, architecture and engineering with construction management in its various forms, or the total responsibility design/construction approach discussed above.

THE CARLSON GROUP, INC.

SERVICES (Cont'd)

Architecture and Engineering	Aldrich Company, Inc., the architecture and engineering company of the Group
Construction Manangement	The Carlson Corporation, drawing upon the extensive management capabilities of the Group
Design/Construction	The Carlson Corporation, utilizing the collective construction experience of the Group
Process Planning and Engineering Services	Aldrich Company, Inc.
Real Estate Development	Carlson Development Corporation, drawing on the combined development background of the Group
Consulting	Project Teams supported
. Feasibility analysis	by the cumulative resources
. Master Planning	of the Group
. Site evaluation	
. Energy analysis	
. Fire and Life Safety Code evaluation for equivalency	
. Other specialized	

THE CARLSON GROUP, INC.

ALDRICH COMPANY, INC.

Architecture and Engineering Services

Aldrich Company, Inc., Carlson's design and engineering affiliate, has developed over the years a philosophy and methodology that strengthens and enhances the traditional approach to architectural planning, design and engineering.

Through its long association with Carlson as a member of a multi-discipline team on a variety of design-construction and construction management projects, Aldrich has gained both the experience and resources to solve facility problems based on a comprehensive consideration of function, feasibility, costs, value, aesthetics and scheduling factors.

Moreover, Aldrich maintains a full engineering staff experienced in the special requirements of various types of facilities. In-house mechanical, electrical, structural, civil, chemical, process instrumentation and control engineers apply their skills to this integrated design team, making a significant contribution to a client's planning and decision-making process.

THE CARLSON GROUP, INC.

THE CARLSON CORPORATION

Construction Management Services

Construction management has been practiced successfully by The Carlson Corporaton for over twenty years.

As an integral part of The Carlson Corporation's Total Project Responsibility concept, construction management includes supervisory, cost and schedule monitoring techniques. It also encompasses the checks and balances provided by an integrated team approach. This assures the harmonious blend of the traditionally separate planning design and construction activities into a coherent design/construction process.

As a separate professional service, Carlson's construction management approach involves the same commitment of dedicated and experienced specialists to an integrated team that characterizes our Total Project Responsibility concept. This construction management team works in close cooperation with both the Owner and the Owner's Architect, Engineers and consultants to provide complete management services.

THE CARLSON GROUP, INC.

THE CARLSON CORPORATION

Design/Construction Services

Carlson frequently provides separate professional architecture, engineering and construction management services. However, recognizing the burden and formidable coordination problem presented by a myriad of independent consultants, planners, architects, contractors and other specialists, the Owner may elect to undertake a building program employing Carlson's Total Project Responsibility approach.

With this concept, Carlson assumes the responsibility for every phase of the project. Beginning with the earliest conceptual planning, the resources required are assembled and managed, including our own permanent staff as well as our consultants. Finally, Carlson accepts complete accountability for successful project completion.

The benefits to be received by the Owner with this approach are significant and include:

- . Joint definition of project goals which is central to the promotion of maximum cooperation and understanding
- . Thorough planning
- . Early cost guarantee
- . Fast project completion
- . Assured control
- . Assured performance

THE CARLSON GROUP, INC

CARLSON DEVELOPMENT CORPORATION

Real Estate Development Services

Carlson Development Corporation creates the opportunities for investment and development of real estate projects, both for clients and for its own account as owner.

Beginning with commercial center development, the company has expanded its scope of services to include the development of health-care facilities, industrial and office building projects and planned residential projects.

Drawing on the resources of The Carlson Group, the corporation provides total development services, including:

- . Site location and evaluation
- . Market study
- . Economic feasibility analysis
- . Leasing
- . Design and engineering
- . Construction management
- . Construction
- . Property management

Additionally, any or all of the above services, from realtor assistance to total responsibility for project completion and management, are offered within a program tailored to meet a Client's unique needs.

THE CARLSON GROUP, INC.

ALDRICH COMPANY, INC.

Process Planning and Engineering Services

Carlson's design and engineering affiliate, Aldrich Company, Inc., has developed a unique capability over the years based upon designing a large number of process systems within manufacturing facilities.

Aldrich's experienced process engineers participate early in the planning stages with creative suggestions to provide an efficient, cost-effective manufacturing facility. Furthermore, they follow the project through design, construction and start-up. Process engineers and engineering managers work closely with all the engineering disciplines and architects which provides a completely integrated site, process and building. Each discipline is sensitive to the process needs and the need for detailed coordination.

Aldrich and Carlson have successfully served many process industries including:

- | | | |
|-----------------|---------------|--------------------------|
| . Glass | . Plastics | . Light Chemicals |
| . Food | . Ceramics | . Warehouse/Distribution |
| . Cosmetics | . Electronics | . Photographic |
| . Metal Working | . Minerals | . Pulp and Paper |
| | | . Power |

THE CARLSON GROUP, INC.

Major Project Categories

The Carlson Group has successfully applied its resources, utilizing the approach described above, in meeting a wide range of clients's needs. Major facilities have been developed with the following project categories:

- . Educational
- . Manufacturing
- . Commercial
- . Parking Structures
- . Housing
- . Health-Care
- . Recreational/Athletic
- . Process Instrumentation
- . Materials Handling
- . Pre-Engineered Structures

THE CARLSON GROUP, INC.

STATISTICAL INFORMATION

The Carlson Group, Inc. is a results-oriented group of companies operating as a coordinated organization. It provides comprehensive management, design, development and construction services and is prepared to adapt to new opportunities in a constantly changing society.

Years in Business 40

Organizational Nucleus: 12 Corporate Officers

97 { Marketing Executives
Project Planners
Project Managers

115 { Purchasing
Accounting, Finance & Legal
General Office

205 Design and Engineering

196 Construction Management,
Field
Engineering,
Superintendents and
Construction Foremen

Average Payroll: 625

Recent Volume History:	1980	\$120 Million
	1981	\$150 Million
	1982	\$195 Million
	1983	\$230 Million
	1984	\$258 Million

Repeat Clients for:	1980	50%
	1981	40%
	1982	40%
	1983	45%
	1984	60%

THE CARLSON GROUP, INC. (DELAWARE)

BANK REFERENCES

BANK OF BOSTON
Multinational Banking
100 Federal Street
Boston, Massachusetts 02110
Lisa E. Contarino, Assistant Vice President
(617) 434-8057

Roberta B. Nataf, Loan Officer
(617) 434-8763

THE CARLSON GROUP, INC. (DELAWARE)

BONDING COMPANY INFORMATION

Insurance Company of North America
40 Broad Street
Boston, Massachusetts 02109

Bonding Representative:

Mr. Paul F. Carleo
Bond Manager
(617) 423-1300

Bonding Agents:

Frank B. Hall & Co.
89 Broad Street
Boston, Massachusetts 02110
Mr. Colby Hewitt
(617) 482-3100

Contractors Planning Group
1501 Franklin Avenue
Garden City, New York 11530
Mr. Richard Ferrucci, Manager
(516) 294-6430

Projects in Progress

<u>PROJECT</u>	<u>OWNER</u>	<u>OWNER CONTACT</u>	<u>SERVICES PROVIDED</u>	<u>PROJECT AMOUNT (1,000's)</u>	<u>COMPLETION DATE</u>
Airport Executive Center 14-Story Office Facility Tampa, FL #2882	Electric Machinery, Inc.	Jaime Jurado President 813/251-2444	ALL	\$16,700	5/85
The All American Gourmet Atlanta, GA Frozen Food Facility #3284	Same	William Stotler Vice President 412/787-2200	ALL	6,500	10/85
Amaprop Developments, Inc. Tampa, FL #3137	Same	Gregory Rudolph President 617/562-2134 (MA)	P/E/CM	5,232	10/85
American Lewa, Inc. Holliston, MA Manufacturing Facility #3358	Lewa Herbert Ott GMBH & Co.	Ludwig Hering VP, Gen'l Mgr. 617/653-0229	ALL	1,369	1/86
Amp, Inc.- Phase II Greensboro, NC Manufacturing & Office #3036	Same	Joseph P. Gouhin Mgr.-Bldg. Design & New Construction 717/564-0100	ALL	7,407	1/86
Amp, Inc. Roanoke, VA Manufacturing & Office #3037	Same	Joseph P. Gouhin Mgr.-Bldg. Design & New Construction 717/564-0100	ALL	4,480	7/85
Backus Hospital Norwich, CT #2823	Same	Michael T. Moore Associate Director 203/889-8331	ALL	6,152	1/86
Boeing Military Airplane Company Modular Support Bldg. Wichita, KS #3109	Same	Tom Updegrave Facilities Manager Plant Engineering 316/562-2133	ALL	11,120	1/85
Boeing Military Airplane Company Wichita, KS Computer Center #3247	Same	Elton Weeks Director of Fac. Plant Engineering 316/562-2806	ALL	10,540	12/85

KEY: P Planning
 A Architectural Design
 E Engineering Design
 CM Construction Management
 GC General Contractor
 ALL

Projects in Progress - 2 of 6

<u>PROJECT</u>	<u>OWNER</u>	<u>OWNER CONTACT</u>	<u>SERVICES PROVIDED</u>	<u>PROJECT AMOUNT (1,000's)</u>	<u>COMPLETION DATE</u>
Bridgeton Hospital Bridgeton, NJ #2863	Same	Paul S. Cooper Administrator 609/451-6600	A/E	584	6/85
Brockway-Smith Company Andover, MA Warehouse Addition #3244	Same		ALL	1,490	5/85
Peter Paul Cadbury, Inc. Winkle Hazleton, PA #3218	Cadbury Schweppes, Ltd.	Peter Roberts, PhD Product Mgr.- Chocolate 203/729-0221	ALL	4,320	12/85
Canton Codex III Canton, MA Office Assembly #3201	Keller Company	James W. Storey President 617/364-2000	ALL	3,997	9/85
Central Suffolk Hospital Riverhead, NY #2976	Same	Robert F. Ecroyd Exec. V. P. 516/369-6000	A/E CM	11,891	11/85
Ceramic Process Systems Watertown, MA Reno. to Ceramic Process Facility #3406	Same	Dr. Jakob Soong Plant Manager 617/861-0810	ALL	597	10/85
CFS Bakeries Orlando, FL Bakery Expansion #3224	Same	Joseph Beerman President, Bakery Divison 312/368-7545 (IL)	ALL	2,500	4/85
Codman & Shurtleff New Bedford, MA Manufacturing Add. & Reno. Phase I #3190	Johnson & Johnson	Russell Pendred 617/961-2300	ALL	1,474	8/85
Codman & Shurtleff New Bedford, MA Manufacturing Add. & Reno. Phase IA #3354	Johnson & Johnson	Russell Pendred 617/961-2300	ALL	672	9/85
Danton Drive Methuen, MA R & D Facility #3178	Heafitz & Co.	Louis Heafitz 617/426-0788	ALL	3,000	8/85

Projects in Progress - 3 of 6

<u>PROJECT</u>	<u>OWNER</u>	<u>OWNER CONTACT</u>	<u>SERVICES PROVIDED</u>	<u>PROJECT AMOUNT (1,000 's)</u>	<u>COMPLETION DATE</u>
Gannett Company, Inc. Mirrmar, FL Commercial Printing Fac. #3331	Same	Richard Poley Mgr., Fac. Engrg. 703/276-6356			
General Motors Corporation Framingham, MA EDS/PBX Training Facility #3398	Same	William Turner Purchasing Agent John McLellon Engineer 617/875-7421	ALL	1,930	12/85
Genuardi Supermarkets Norristown, PA Refrigerated Freezer Warehouse/Office #3149	Norristown Beef Company	James Genuardi Vice President Larry Genuardi R.E. Development 215/277-6000	ALL	2,518	3/86
The Gillette Company Safety Razor Division 3-Story Mfg. & R&D #3203	Same	Anthony Termine Div. Mgr. Plant Engineering 617/463-2367	ALL	9,860	6/86
Goddard Memorial Hospital Stoughton, MA Hospital Additions & Renovations #3139	Same	William B. Sheehan Administrator 617/344-5100	A/E C	3,330	2/86
Gold Bond Building Products Portsmouth, NH New Office, Whse & Production #3163	National Gypsum Company	C. F. Howard, Jr. V.P., Engineering 704/365-0950 (NC)	ALL	8,777	7/86
The Grand Union Mt. Kisco, NY Distribution Facility #3229	Same	Brian Springthorpe Vice President 201/794-2011	ALL	1,749	6/85
The Grand Union Raliegh, NC Distribution Facility #3228	Same	Brian Springthorpe Vice President 201/794-2011	ALL	1,221	6/85
Heraeus Amersil, Inc. Buford, GA Quartz Sand Processing #3185	Same	Richard T. Larkins Plant & Equip. Mgr. 201/254-2500	ALL	3,202	7/85

Projects in Progress - 4 of 6

<u>PROJECT</u>	<u>OWNER</u>	<u>OWNER CONTACT</u>	<u>SERVICES PROVIDED</u>	<u>PROJECT AMOUNT (1,000's)</u>	<u>COMPLETION DATE</u>
Industrial Materials Technology, Inc. Andover, MA Addition/Process Services #3107	Same	Louis Butler 617/470-1620	A/E CM	2,715	6/85
Industrial Materials Technology, Inc. Andover, MA Mfg./Isostatic Process #3272	Same	Louis Butler 617/470-1620	ALL	2,953	3/86
Intermedics Headquarters Angleton, TX world Headquarters Facility R & D #3031	Same	Brian Edwards Vice President, Facilities 713/236-0965	ALL	3,500	7/85
International Business Machines Raleigh, NC Engineering & Office #3174	Same	Tom Vecchio Mgr., Design & Construction 914/997-3000	CM	14,639	10/85
International Flavors and Fragrances Union Beach, NJ Office & Electronic Data Processing (EDP) Add. #3140	Same	Roy E. Webb Mgr. Admin. Svs. 201/264-4500	ALL	4,503	7/85
International Paint Houston, TX Powder Coating Plant Manufacturing Plant #3087	Same	Jim Duebel Vice President, Engineering 713/682-1711 (TX) 201/686-1300 (NJ)	ALL	1,735	6/85
Johnson & Johnson Research Laboratory New Brunswick, NJ #3332	Same	Mr. Frank Ike 201/524-4332	CM	7,000	2/87
Kennebec Valley Medical Center Augusta, ME #2792	Same	Warren C. Kessler President Claire K. Goodwin Asst-to-the-President	A/E CM	6,754	11/85
Lakewood Smyrna, GA #3211	Citi Group, Inc.	John Jones Partner 404/765-8300	ALL	4,160	6/85

Projects in Progress - 5 of 6

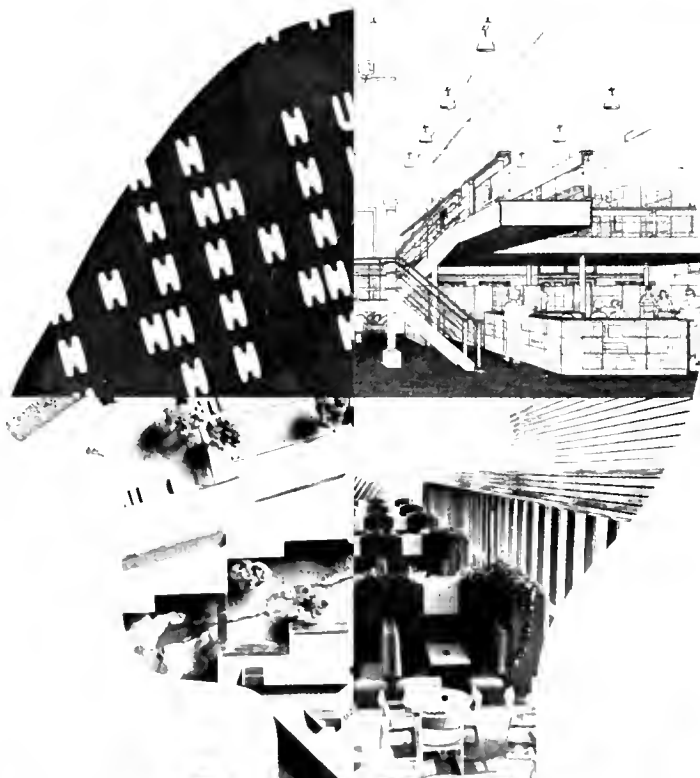
<u>PROJECT</u>	<u>OWNER</u>	<u>OWNER CONTACT</u>	<u>SERVICES PROVIDED</u>	<u>PROJECT AMOUNT (1,000's)</u>	<u>COMPLETION DATE</u>
M & M Mars Hackettstown, NJ #3286			ALL	500	6/85
Norton Company Northboro, MA #2978	Same	Robert Rouse Vice President, High Performance Ceramic Division 617/853-1000	ALL	7,820	10/85
Nuclear Metals, Inc. Concord, MA Copper Recovery & Waste Treatment Systems #3275	Same		CM	2,400	7/85
Purolator Courier Corp. (Fulton Co., GA) Atlanta, GA Regional Dist. Center #3209	Same	Donald Bryan Director of Facilities Design & Engineering 201/953-6450	CM	4,345	6/85
RCA American Communications, Inc. Piscataway, NJ Office - World Hdqtrs. #3365	Same	Len Colangelo Mgr., Corporate Construction	CM	7,974	6/86
Rivendell Hospital Benton, AK Psychiatric Hospital (Children's & Adolescent) #2829	Crow Wright	Dr. Robert Wood Director 901/529-2870	A/E CM	3,734	6/85
Royal Insurance Company Charlotte, NC Operations Center U.S. Corp. Hdqtrs. Office #3318	Same	John P. Byrne Vice President 212/553-3030	CM	24,860	9/86
Russell Hill Office Complex (Winchester Office Bldg.) Winchester, MA #3243	Winchester Associates	Daniel P. LaGatta Ph.D. Partner 617/729-1625	ALL	3,140	9/85
Schlumberger Sandy Point, TX Engineering Center at Schlumberger Perforating Facility #3197	Same	John Winkler General Manager 713/431-0211	ALL	2,768	7/85

Projects in Progress - 6 of 6

<u>PROJECT</u>	<u>OWNER</u>	<u>OWNER CONTACT</u>	<u>SERVICES PROVIDED</u>	<u>PROJECT AMOUNT (1,000's)</u>	<u>COMPLETION DATE</u>
Solid State Systems Springfield, MO Printed Circuit Board Fac. #3093	Same	Harold Ivester 404/952-9401	CM	1,989	11/85
Southland Corp. San Bernadino, CA Food Distribution Center #3091	Same	Leslie Georgis Warehouse Systems Engineer 214/828-7553	ALL	13,595	11/85
St. Charles Mather- John T. Mather Memorial, Inc. Geriatric Care Center Port Jefferson, NY #3102	Same	Arthur E. Santilli Exec. Vice President 516/473-2800 Donald C. Bilhorn Exec. Vice President 516/473-1320	E	568	4/87
Texas Instruments Attleboro, MA Office Addition #3238	Same	Bob Mull Senior Buyer 617/699-1033	CM	2,506	6/85
The West Company Cleona, PA Manufacturing Facility #3326	Same	Robert Smith Facilities Engineer	ALL	782	9/85
The West Company Kinston, NC Rubber Compound Mfg. Fac. Expansion #3257	Same	S. John Feldi Chief Engineer Ken Benni 813/546-2402	ALL	4,354	2/86
Westminster College New Wilmington, PA #2803	Same	Jerry Auld Chairman, Building Committee 412/487-4100	CM	4,996	5/85

6/85/qs/1923S/54A

PROVIDING RESPONSIVE ARCHITECTURAL AND ENGINEERING SOLUTIONS.



PLANNERS. DESIGNERS. BUILDERS.

**CARLSON
PROVIDES
RESPONSIVE
SOLUTIONS
TO CLIENT
NEEDS**

ARCHITECTURE AND ENGINEERING





WE ARE PART OF THE WORLDWIDE CARLSON GROUP OF INTERRELATED COMPANIES

We work together to provide facility development services from planning through construction. Architecture and engineering is an autonomous, yet interdependent service component of this larger organization. Experienced in a diversity of markets and representing a complete range of professional disciplines, Carlson's comprehensive pool of in-house architectural and engineering talent

offers rapid and responsive solutions to client needs. This collective expertise, brought together through an innovative project team approach and aided by direct access to construction data, results in creative solutions which are accurately defined in terms of cost and schedule and readily implemented in the field. Most importantly, these solutions are client-oriented. They are determined by client needs, given parameters by client objectives and then defined by our architects and engineers.

OUR IN-HOUSE RESOURCES ADD TO OUR EFFECTIVENESS

When working on a project, our architects and engineers enjoy important advantages inherent in belonging to the Carlson network. The disciplines necessary to successfully plan, design and engineer any project are available in-house.

These specialists are assembled to interpret client needs and translate them into functional and productive design solutions. Your input as the client is integral to the team's operations, thus assuring that your requirements are being met throughout the course of the project.

CTRIC (OCC) \$941
CTRIC (UNOCC) \$71
URAL GAS \$86

Carlson's broad base of resources minimizes the need for external consulting assistance and benefits the client by accelerating the entire design process. Primary capabilities include:

Programming
Master Planning
Architecture
Landscape Architecture
Interior Design/Space Planning
Civil Engineering
Structural Engineering
Mechanical Engineering
Electrical Engineering
Piping and Plumbing Engineering
Process Engineering
Chemical Engineering
Industrial Engineering
Value Engineering

Architects and engineers at Carlson have immediate access to the latest construction data. This feature translates into specific, cost-effective client benefits. We are able to make definitive cost and schedule projections at a very early stage of the planning process, thus providing you ample time to plan your cash flow and administrative timetable.

WE ARE TECHNOLOGICALLY CURRENT

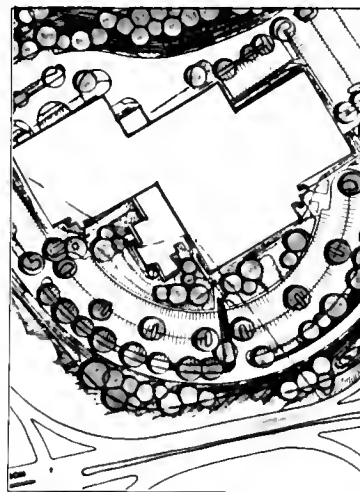
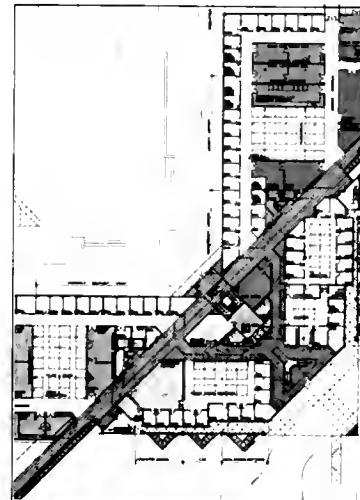
Carlson professionals have the latest technical tools for responding quickly to client needs with quality solutions. Our Computer Aided Design (CAD) system accelerates the design process, assures accuracy of detail, provides flexibility for problem solving and produces consistency in documentation. Electronic Data Processing (EDP) and word processing systems are an integral part of our daily operations. And to enhance their value, each system can interface with other Carlson offices.

We continually research and study the latest industry trends in order to provide for the needs of tomorrow. Our controlled yet creative approach has seen us successfully involved in such contemporary areas as:

Office Automation
Telecommunications
Regulatory Processes
FDA Regulations
Clean Room Environments
Vibration Control
Flexible Laboratory Layouts
Environmentally Controlled Areas
Industrial Waste Control
Process Piping and
Instrumentation
Equipment Installation
Engineering
Automated Warehousing
Hazardous Laboratory Design
Ergonomics
Good Manufacturing Practices

OUR PRIMARY RESOURCE IS PEOPLE

Carlson's utilization of progressive design and engineering technology serves to aid, not replace, our most valuable asset—people. Carlson's staff is comprised of experienced, highly dedicated individuals. Our architects and engineers are career professionals who have grown at Carlson because of the opportunities and challenges provided. There is no substitute for top people... we have respected professionals in every major design and engineering discipline.



WE SERVE A DIVERSITY OF MARKETS

Carlson's resources, professionalism and capabilities have allowed us to achieve success in a range of markets from industrial, manufacturing and warehousing to office, education and health care. Some of our most recent project types include:

Research and Development
Facilities
Pilot Plants
Integrated Circuit Manufacturing
Plants
Electronics Assembly Plants
Diagnostic Laboratories
Hospitals
Pharmaceutical Plants
Cosmetic Manufacturing Plants
Chemical Process Plants
Food Process Plants
Cold Storage Facilities
Corporate Headquarters
Operations Centers
Training Facilities
Athletic Complexes
Parking Structures

WE WILL SOLVE YOUR NEEDS, YOUR WAY, WITH OUR SKILLS

Carlson is ready to work with you on your next project. We look forward to providing the collective design and engineering talent, expertise and resources that will translate your goals and requirements into a facility that fulfills them.

THE CARLSON GROUP, INC.
Cochituate, Massachusetts
(617) 969-1200
Telex 948346 CARLSON COHI
Cable IBNCARL

CARLSON SOUTHEAST CORP.
Smyrna, Georgia
(404) 432-2424

CARLSON SOUTHEAST CORP.
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(813) 879-8205

CARLSON SOUTHEAST CORP.
Memphis, Tennessee
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CARLSON SOUTHWEST CORP.
Houston, Texas
(713) 445-1200

CARLSON SOUTHWEST CORP.
Irving, Texas
(214) 252-8664

THE CARLSON CORPORATION
Horsham, Pennsylvania
(215) 672-9442

THE CARLSON CORPORATION
Westport, Connecticut
(203) 226-8377

THE CARLSON CORPORATION
Deerfield, Illinois
(312) 948-7410

THE CARLSON GROUP, INC.
Frankfurt, West Germany
59 91 00

CARLSON ALSAUDIA, LTD.
Jeddah, Saudi Arabia
6657000

CARLSON ALSAUDIA, LTD.
Riyadh, Saudi Arabia
4657004

GRUPO CARLSON, S.A. de C.V.
Mexico 18, D.F.
(905) 687 36-66



Type of firm#	Percent of billings								CM	Foreign billings
	Water supply	Power	Manufacturing	Building	Sewer, waste	Transportation	Pipeline	Other		

Billings totaled \$29.99 million to \$20 million

71	Wilbur Smith & Assoc., Inc., New Haven, Conn.	EA	10	0	0	12	8	60	0	10	✓	✓
72	Michael Baker Corp., Beaver, Pa.*	EA	2	1	8	5	2	40	1	41	✓	✓
73	The NBBJ Group, Seattle, Wash.*	AP	0	0	0	96	0	0	0	4	✓	✓
74	RTKL Associates, Inc., Baltimore, Md.	AE	0	0	10	80	0	0	0	10	✓	✓
75	Boyle Engrg. Corp., Newport Beach, Calif.	EA	32	3	0	6	40	13	0	6	✓	✓
76	The Benham Group, Oklahoma City, Okla.	AEP	10	15	35	20	10	5	0	5	✓	✓
77	Greenhorne & O'Mara, Inc., Greenbelt, Md.	EAP	27	0	0	40	15	15	0	3	✓	✓
78	Ecology & Environment, Inc., Buffalo, N.Y.	CE	0	1	0	0	97	1	1	0	✓	✓
79	Stanley Consultants, Inc., Muscatine, Iowa	EA	28	28	1	21	10	11	0	1	✓	✓
80	Energy Inc., Idaho Falls, Idaho	CE	0	0	0	0	0	100	0	0	✓	✓
81	Harding Lawson Associates, Novato, Calif.	SE	10	10	10	25	30	10	5	0	✓	✓
82	I. M. Pei & Partners, New York, N.Y.	AP	0	0	0	100	0	0	0	0	✓	✓
83	Ammann & Whitney, New York, N.Y.†	CE	3	0	5	20	2	45	0	25	✓	✓
84	Samborn, Steketee, Otis & Evans, Inc., Toledo, Ohio	EA	0	0	70	25	0	5	0	0	✓	✓
85	The Kuljian Corp., Philadelphia, Pa.*	EAP	10	65	20	2	0	0	2	1	✓	✓
86	Kidde Consultants, Inc., Baltimore, Md.*	CE	4	1	3	10	12	15	0	55	✓	✓
87	Betz Converse Murdoch Inc., Plymouth Meeting, Pa.*	CE	25	0	10	5	45	5	0	10	✓	✓
88	Southwestern Laboratories, Houston, Tex.	SE	20	10	10	30	20	10	0	0	✓	✓
89	Morris/Aubry Architects, Houston, Tex.	A	0	0	0	100	0	0	0	0	✓	✓
90	Cynga Corp., San Francisco, Calif.	CE	0	75	0	19	0	1	5	0	✓	✓
91	STS Consultants, Ltd., Northbrook, Ill.*	CE	10	10	15	50	0	15	0	0	✓	✓
92	Lockwood, Andrews & Newnam, Inc., Houston, Tex.*	EA	4	3	12	10	32	15	0	24	✓	✓
93	Tudor Engineering Co., San Francisco, Calif.	CE	10	28	0	10	0	52	0	0	✓	✓
94	O'Brien & Gere Engineers, Inc., Syracuse, N.Y.	CE	18	5	10	0	44	2	0	21	✓	✓
95	Hansen Lind Meyer, P.C., Iowa City, Iowa	AE	0	0	0	100	0	0	0	0	✓	✓
96	Haines Lundberg Waehler, New York, N.Y.	AE	0	0	0	95	0	0	0	5	✓	✓
97	Edwards & Kelcey, Inc., Livingston, N.J.*	CE	0	0	0	0	0	52	0	48	✓	✓
98	Hill Int'l., Inc., Willingboro, N.J.	CE	2	40	10	20	15	10	0	3	✓	✓
99	Swan Wooster Engrg., Inc., Portland, Ore.	CE	2	0	16	3	2	21	1	55	✓	✓
100	Bernard Johnson Inc., Houston, Tex.	AE	0	0	26	60	3	11	0	0	✓	✓
101	Frank Moolin & Associates, Inc., Anchorage, Alaska*	EA	35	1	0	29	25	0	0	10	✓	✓

Billings totaled \$19.99 million to \$15 million

102	3D/Int'l., Inc., Houston, Tex.	AE	0	0	0	64	2	2	0	32	✓	✓
103	Kennedy/Jenks Engineers, San Francisco, Calif.	EA	15	3	8	7	55	1	1	10	✓	✓
104	The Earth Technology Corp., Long Beach, Calif.	CE	0	7	0	21	14	0	0	58	✓	✓
105	Stubbs Overbeck & Associates, Inc., Houston, Tex. ..	EA	1	5	60	4	1	2	0	27	✓	✓
106	Perkins & Will, Chicago, Ill.	AE	0	0	5	71	0	3	0	21	✓	✓
107	Golder Associates, Atlanta, Ga.	SE	15	15	10	10	3	10	2	35	✓	✓
108	Envirodyne Engineers, Inc., Chicago, Ill.	CE	0	0	0	10	5	60	0	25	✓	✓
109	Kohn Pedersen Fox Associates P.C., New York, N.Y.	A	0	0	0	100	0	0	0	0	✓	✓
110	Gresham, Smith & Partners, Nashville, Tenn.	AE	1	0	15	65	2	7	0	10	✓	✓
111	S & B Industries, Inc., Houston, Tex.*	EA	3	0	90	0	5	2	0	0	✓	✓
112	Kaplan/McLaughlin/Diaz, San Francisco, Calif.	A	0	0	0	100	0	0	0	0	✓	✓
113	ATEC Associates, Inc., Indianapolis, Ind.	CE	5	10	20	50	5	10	0	0	✓	✓
114	The Architects Collaborative, Inc., Cambridge, Mass.	A	0	0	0	100	0	0	0	0	✓	✓
115	Coffman Engineers, Inc., Bellevue, Wash.*	CE	3	20	12	40	14	3	3	5	✓	✓
116	Everett I. Brown Co., Indianapolis, Ind.*	AE	0	5	10	85	0	0	0	0	✓	✓
117	Greeley & Hansen, Chicago, Ill.	EA	5	0	0	0	95	0	0	0	✓	✓
118	Martin, Cagley & Martin, Los Angeles, Calif.	CE	0	0	10	90	0	0	0	0	✓	✓
119	Dannenbaum Engrg. Corp., Houston, Tex.	CE	30	0	0	0	5	25	0	40	✓	✓
120	Hazen & Sawyer, P.C., New York, N.Y.	CE	20	0	0	0	80	0	0	0	✓	✓

(Continued)

ALDRICH COMPANY, INC.

(A Wholly Owned Subsidiary of The Carlson Group, Inc.)

MAJOR CLIENT LISTING

	<u>LOCATION</u>	<u>SQUARE FEET</u>
A-T-O, INC.		
GEORGE J. MEYER MFG. CO. DIV.	West Boylston, MA	170,000
THE ACTON CORPORATION	Acton, MA	36,000
ADP, AUTOMATIC DATA PROCESSING	Waltham, MA	100,000
AGAR FOODS, INC.	Chicago, IL	120,800
AIRPORT EXECUTIVE CENTER	Tampa, FL	240,514
ALFA-LAVAL GROUP		
THE DELAVAL SEPARATOR CO., SUBY.		
ATM-CENTRIFUGAL DIVISION	Hyde Park, MA	20,400
THE ALL AMERICAN GOURMET	Atlanta, GA	50,000
THE ALLEN GROUP		
THE G&O MANUFACTURING COMPANY, DIV.	New Haven, CT	137,000
THE G&O MANUFACTURING COMPANY, DIV.	Jackson, MS	40,000
ALPHA INDUSTRIES, INC.	Methuen, MA	85,000
MILLIMETER WAVE DIVISION (MMWD)		
ALLSTON-BRIGHTON AID AND HEALTH GROUP	Brighton, MA	60,000
*AMAPROP DEVELOPMENTS, INC.	Tampa, FL	175,000
" "	Tampa, FL	81,100
AMERICAN CYANAMID COMPANY	Westwood, MA	60,000
AMERICAN EXPRESS	Fort Lauderdale, FL	127,000
AMERICAN GEAR & SUPPLY COMPANY, INC.	Houston, TX	85,000
*AMERICAN HOSPITAL SUPPLY CORP.		
SCIENTIFIC PRODUCTS DIVISION	Bedford, MA	106,000
" "	Edison, NJ	75,000
" "	Bedford, MA	48,450
McGAW LABORATORIES DIVISION	Milledgeville, GA	47,500
AMERICAN FABRICS COMPANY DIV.	Mansfield, MA	118,500
AMERICAN LEWA, INC.	Holliston, MA	18,000
*AMP INCORPORATED	Tredyffrin Township, PA	62,000
" "	East Berlin, PA	10,000
" "	East Berlin, PA	61,500
" "	North Corderus Township, PA	67,000
" "	Greensboro, NC	30,000
" "	Greensboro, NC (Ph II)	30,000
" "	Lowell, NC	82,000
" "	Milford, NH	30,000
" "	Irving, TX	57,000
" "	Roanoke, VA	95,500
ANALOG DEVICES	Wilmington, MA	63,150
ANGELO'S SUPERMARKET, INC.	W. Hanover, MA	41,040
*ANHEUSER BUSCH COMPANIES	Chelsea, MA	150,000
" "	Medford, MA	160,000
" "	Merrimack, NH	833,940
ASHLEY FORD	New Bedford, MA	28,800

ALDRICH COMPANY, INC. MAJOR CLIENT LISTING - 2

AUSTIN-HASTINGS COMPANY, INC.	Woburn, MA	72,000
AVERY INTERNATIONAL CORPORATION		
FASSON INDUSTRIAL DIV.	Painesville, OH	100,000
*AVNET, INC.		
CAROL CABLE COMPANY	Lincoln, RI	300,000
TIME ELECTRONICS - N.E. DIVISION	Peabody, MA	280,000
AVON OLD FARM SCHOOL	Avon, CT	28,000
AVON PRODUCTS, INC.	Atlanta, GA	16,000
BABSON COLLEGE	Wellesley, MA	27,000
BABSON COLLEGE	Wellesley, MA	45,630
WILLIAM W. BACKUS HOSPITAL	Norwich, CT	57,000
BAIRD-ATOMIC, INC.	Bedford, MA	160,000
*BARBO'S, INC.	Wilmington, MA	100,000
BARKER STEEL COMPANY	So. Deerfield, MA	27,925
BASF AKTIENGESSELLSCHAFT		
BASF WYANDOTTE CORP. SUBY.		
BASF SYSTEMS INC. SUBY.	Bedford, MA	28,500
BEACON CHEVROLET	Lynn, MA	25,000
*BEATRICE FOODS COMPANY, INC.		
BEATRICE CHEMICAL COMPANY DIV.	Peabody, MA	38,000
STAHL FINISH COMPANY	Peabody, MA	35,000
POLYVINYL CHEMICAL INDUSTRIES DIV.	Wilmington, MA	6,534
*BEATRICE FOODS COMPANY, INC.		
JOHN H. SEXTON COMPANY DIVISION	Norwood, MA	60,000
" " " " "	Henrietta, NY	46,000
MARKET FORGE COMPANY DIVISION	Wilmington, MA	85,000
" " " ADDITION	Wilmington, MA	61,200
LIKEN HOME FURNISHINGS DIVISION	Athens, GA	194,350
BEECROFT CHEVROLET	Providence, RI	50,000
*BEIERSDORF, INC. (BDF)	S. Norwalk, CT	183,808
" "	S. Norwalk, CT	40,000
" "	Mexico, D.F.C.P.	4,185
BENTLEY COLLEGE	Waltham, MA	51,600
BERGERON INDUSTRIES, INC.		
BERGERON BARGES DIVISION	Demopolis, AL	105,000
*BERKSHIRE SCHOOL	Sheffield, MA	41,200
" "	Sheffield, MA	6,500
*BIG "Y" SUPERMARKET ADDITION	Chicopee, MA	4,500
" " " REMODEL	Chicopee, MA	28,000
BIRD MACHINE COMPANY	S. Walpole, MA	67,450
*BOEING MILITARY AIRPLANE COMPANY	Witchita, KS	600,000
" " " "	Witchita, KS	200,000
BOISE CASCADE COMPANY	Billerica, MA	75,160
BOLT, BERANEK & NEWMAN	Cambridge, MA	3,000
BOSTON BABY CARRIAGE	Brockton, MA	22,400
BOSTON FENWAY PROGRAM, INC.	Boston, MA	800 cars
BOSTON MARKET TERMINAL	Everett, MA	96,000
BRIDGETON HOSPITAL ADDITION	Bridgeton, NJ	26,000
" " O.R.	Bridgeton, NJ	21,500
" " MED/SURG	Bridgeton, NJ	16,000

ALDRICH COMPANY, INC. MAJOR CLIENT LISTING - 3

BROCKTON PUBLIC MARKET	Brockton, MA	27,000
BROCKTON Y. M. C. A.	Brockton, MA	10,430
*BROCKWAY-SMITH COMPANY	Andover, MA	222,000
" " "	Portland, ME	44,600
" " "	Anodver, MA	
BROOKS SCHOOL	N. Andover, MA	30,300
" " "	N. Andover, MA	16,078
BROWNE & NICHOLS SCHOOL	Cambridge, MA	27,000
BURBANK HOSPITAL	Fitchburq, MA	6,000
BURNSIDE MOTORS	E. Hartford, MA	22,200
BURROWS & SANBORN	N. Reading, MA	40,000
*C. R. BARD, INC.		
MACBICK COMPANY DIVISION	Billerica, MA	102,120
UNITED STATES CATHETER & INSTRUMENT COMPANY, DIVISION	Billerica, MA	112,000
*CADBURY SCHWEPPE, LTD.		
PETER PAUL CADBURY, INC.	Hazleton, PA	25,000
" " " " (Process)	Hazleton, PA	30,000
" " " " (Test/Develop)	Hazleton, PA	N/A
" " " " (Conche Sys.)	Hazleton, PA	N/A
" " " " (Waste Treat)	Hazleton, PA	5,400
" " " " (Odyssey)	Hazleton, PA	110,200
" " " " (Odyssey Proc)	Hazleton, PA	Process
" " " " (Winkle)	Hazleton, PA	N/A
CAIN, JOHN E., COMPANY	Cambridge, MA	40,000
*CALDOR, INC.	Saugus, MA	Remodel
" " "	Southington, CT	90,000
" " "	Weymouth, MA	12,000
CANTON COMMERCE CENTER	Canton, MA	80,000
CANTON CODEX III	Canton, MA	79,400
*CARDINAL CUSHING GENERAL HOSPITAL	Brockton, MA	12,000
" " " "	Brockton, MA	56,000
*CARL FREUDENBERG, Germany		
DISOGRIN INDUSTRIES DIVISION	Manchester, MA	44,000
PELLON ASSOCIATES, INC. SUBY.	Madison, IN	80,600
PELLON CORPORATION	Lowell, MA	75,000
PELLON CORPORATION	Chelmsford, MA	112,000
PELLON CORPORATION	Lowell, MA	15,000
PELLON CORPORATION	Lowell, MA	10,485
CARLETON CONTROLS CORP.	Tampa, FL	33,000
CARLSON DEVELOPMENT CORP.	Peabody, MA	67,500
CARNEY HOSPITAL		
MEDICAL OFFICE BUILDING	Dorchester, MA	36,000
PARKING FACILITY	Dorchester, MA	403-car
*CENTRAL SUFFOLK HOSPITAL	Riverhead, NY	98,000
" " "	Riverhead, NY	78,000
CERAMIC PROCESS SYSTEMS	Watertown, MA	12,000
*CFS CONTINENTAL, INC.	Orlando, FL	55,000
" " "	Sanford, FL	38,000
" " "	Orlando, FL	37,500
CHACE CHEVROLET	Middleboro, MA	17,000
CHALLENGE-COOK BROS. COMPANY	Calhoun, GA	95,810
CHASE BUILDING	Worcester, MA	90,000

ALDRICH COMPANY, INC. MAJOR CLIENT LISTING - 4

CHILD WORLD	Natick, MA	40,000
CIBA-GEIGY CORPORATION		
GEIGY CHEMICAL COMPANY DIV.	Warwick, RI	22,000
CITIBANK SERVICES, INC.	Tampa, FL	158,433
CLAREMONT GENERAL HOSPITAL	Claremont, NH	70,000
CODMAN & SHURTLEFF	New Bedford, MA	18,1800
COHASSET WINTER GARDENS	Cohasset, MA	21,600
COLMAN-LEVIN COMPANY	Chelsea, MA	75,000
*COLONIAL PRESS, THE	Clinton, MA	360,000
CONNECTICUT CONTAINER CORPORATION		
MASS CONTAINER SUBY.	Marlboro, MA	87,000
*CONSOLIDATED FOODS, INC.	Everett, MA	65,000
BOOTH FISHERIES, INC.	Portsmouth, NH	55,000
CORONET THERMOGRAVERS, INC.	Providence, RI	78,000
*COURIER CORPORATION	Lowell, MA	105,000
COURIER CITIZEN CORPORATION DIV.	Raymond, NH	58,800
COURIER CITIZEN CORPORATION DIV.	No. Chelmsford, MA	70,000
COURIER CITIZEN CORPORATION DIV.	Tampa, FL	34,900
COURIER CITIZEN CORPORATION DIV.	Lowell, MA	38,222
MURRAY PRINTING COMPANY SUBY.	Westford, MA	180,000
CRANDALL HICKS COMPANY	Southboro, MA	36,000
CRUCIBLE STEEL COMPANY	Auburn, MA	16,000
DANA CORPORATION	Athens, GA	75,613
DANIELS PRINTING COMPANY	Everett, MA	50,000
DANTON DRIVE (Louis Heafitz & Co.)	Methuen, MA	80,000
DATA GENERAL CORPORATION	Westboro, MA	310,000
*DENNISON MANUFACTURING COMPANY	Framingham, MA	142,000
" " "	Holliston, MA	225,000
DOLAN STEEL SERVICE, INC.		
T. J. RAFFERTY COMPANY DIV.	Northboro, MA	63,200
DUNKIN DONUTS CORPORATION	Randolph, MA	26,000
" " " ADDITION	Randolph, MA	23,000
DUPREE ASSOCIATES	Lexington, MA	42,256
DURACELL	Needham, MA	85,000
DWORIN CHEVROLET, INC.	E. Hartford, CT	50,000
DYER, WELLS & ASSOC.	Atlanta, GA	34,700
(The Systems Resource Group, Inc.)		
*E. I. DUPONT de NEMOURS COMPANY	Wilmington, MA	42,160
EASTERN AIRLINES	Boston, MA	45,000
EASTERN AIRLINES	Tampa, FL	48,000
*EASTERN GAS & FUEL ASSOCIATES		
BOSTON GAS COMPANY SUBY.	West Roxbury, MA	38,834
EASTMAN KODAK COMPANY	Chamblee, GA	15,000
EASTON OFFICE BUILDING	Easton, MA	27,000
*EDGCOMB STEEL OF NEW ENGLAND, INC.	Slatersville, RI	27,500
" " " " "	Nashua, NH	41,185
EDGECOMB METALS	Milford, CT	24,000
EDWARDS BAKING COMPANY	Atlanta, GA	35,000
ELJER PLUMBING COMPANY	Everett, MA	25,000

ALDRICH COMPANY, INC. MAJOR CLIENT LISTING - 5

*ELTRA CORPORATION		
CONVERSE RUBBER COMPANY DIVISION	Contoocook, NH	242,700
THE EMERY-WATERHOUSE COMPANY	Portland, ME	238,504
ESE TORONTO	Toronto, Canada	27,900
EXXON ENTERPRISES, INC.		
QYX DIVISION	Lionville, PA	100,000
FACTORY MUTUAL INC.	Norwood, MA	11,200
FALMOUTH MALL	Falmouth, MA	120,000
*FARBWERKE HOECHST AG		
AMERICAN HOECHST CORP., DIV.	Coventry, RI	30,000
" " " "	Coventry, RI	35,000
" " " "	Coventry, RI	10,086
THE FOXBORO COMPANY	E. Bridgewater, MA	59,200
" " "	E. Bridgewater, MA	37,000
" " "	Foxborough, MA	172,500
FRAMINGHAM SHOPPING CENTER	Framingham, MA	74,000
FRANKLIN MEMORIAL HOSPITAL	Farmington, ME	44,000
FRIENDLY ICE CREAM CORPORATION	Wilbraham, MA	10,700
FULLERTON CHEVROLET	Winthrop, MA	14,000
G K N POWER MET INC.		
PRESMET CORPORATION SUBY.	Holden, MA	35,000
*GEARTRONICS, INC.	Billerica, MA	58,000
GEM CHEVROLET COMPANY	Willimantic, CT	23,000
GENERAL ALLOYS, INC.	Boston, MA	24,000
*GENERAL DYNAMICS CORPORATION	Quincy, MA	11,000
" " "	Quonset Point, RI	11,200
*GENERAL ELECTRIC COMPANY		
AERO-SPACE SECTION	Wilmington, MA	290,000
AIRCRAFT ENGINE GROUP	Medford, MA	77,000
*GENERAL ELECTRIC COMPANY (Bldg. #40)	Lynn, MA	
GENERAL MOTORS	Framingham, MA	110,000
" " "	Framingham, MA	20,000
GENERAL SIGNAL CORPORATION		
KINNEY VACUUM COMPANY, SUBY.	Canton, MA	87,280
METAL FORGE DIVISION	Albemarle, NC	105,000
STOCK EQUIPMENT COMPANY DIV.	Chagrin Falls, OH	42,000
TAU-TRON, INC.	Westford, MA	104,000
HENSCHEL CORPORATION	Newburyport, MA	65,000
GENUARDI SUPERMARKETS		
NORRISTOWN BEEF COMPANY	Norristown, PA	44,000
GEORGIA-PACIFIC	Warwick, RI	29,000
GESTETNER CORPORATION	Needham, MA	9,600
*GIANT STORES, INC.	N. Reading, MA	50,000
" " "	Falmouth, MA	60,000
" " "	Gardner, MA	40,000
" " "	Marshfield, MA	60,000
" " "	Wareham, MA	60,000
" " "	Westboro, MA	50,000
" " "	Woburn, MA	64,000

ALDRICH COMPANY, INC. MAJOR CLIENT LISTING - 6

THE GILBERT & BENNETT MFG. COMPANY	Georgetown, CT	100,000
*THE GILLETTE COMPANY	Bedford, MA	19,850
SAFETY RAZOR DIVISION	Boston, MA	106,000
*GLACIER OFFICE BUILDING, including tenants:	Westboro, MA	40,000
MCDONALD, INC.		
NORFOLK COUNTY TRUST COMPANY		
NATIONWIDE INSURANCE COMPANY		
GLEN ELLEN COUNTRY CLUB	Millis, MA	33,000
GLENSHAW GLASS COMPANY	Orangeburg, NY	176,500
GLOBE TICKET COMPANY	Woburn, MA	40,000
*GODDARD MEDICAL ASSOCIATES	Brockton, MA	56,000
" " "	Brockton, MA	10,000
GODDARD MEMORIAL HOSPITAL	Stoughton, MA	52,000
" " "	Stoughton, MA	20,000
GOETZE AG	La Grange, GA	104,160
GOLDBERG, ZOINO & ASSOCIATES	Newton Upper Falls, MA	42,000
GORDON COLLEGE	Wenham, MA	20,750
GORDON-CONWELL THEOLOGICAL SEMINARY	Hamilton, MA	48,000
*THE GRAND UNION COMPANY		
COLONIAL STORES DIV.	Cordele, GA	55,000
COLONIAL STORES DIV.	East Point, GA	431,310
WEINGARTEN PRODUCE	Houston, TX	90,000
THE GRAND UNION COMPANY	Mt. Kisco, NY	107,500
THE GRAND UNION COMPANY	Raliegh, NC	29,082
GRUMMAN CORPORATION		
CALL DATA SYSTEMS DIVISION	Newton, MA	70,000
GRUMMAN DATA SYSTEMS	Bethpage, NY	150,000
*GUARDIAN INDUSTRIES, INC.	Corsicana, TX	90,000
" " "	Corsicana, TX	76,800
" " "	Corsicana, TX	88,000
GULTON INDUSTRIES, INC.		
TECHNI-RITE CORPORATION SUBY.	E. Greenwich, RI	50,400
*HADCO CORPORATION		
" "	Derry, NH	35,000
" "	Owego, NY	50,000
HAMMETT, J. L. COMPANY	Braintree, MA	142,000
HANNAFORD BROS. SUPERMARKET	Seabrook, NH	20,000
HARTE-HANKS COMMUNICATIONS		
SO. MIDDLESEX NEWS		
PUBLISHING CO. DIV.	Framingham, MA	79,200
HARVARD APPARATUS	Millis, MA	26,000
HENRY L. HANSON COMPANY, INC.	Worcester, MA	85,000
HERAEUS AMERSIL, INC.	Buford, GA	48,000
HERSHEY FOODS CORPORATION		
Y & S CANDIES, INC., DIVISION	Lancaster, PA	83,500
" " " "	Lancaster, PA	88,675
HIGHWAY EXPRESS COMPANY	Chelsea, MA	24,500

ALDRICH COMPANY, INC. MAJOR CLIENT LISTING - 7

*HIGH VOLTAGE ENGINEERING CORPORATION	Burlington, MA	55,000
ANDERSON POWER PRODUCTS DIVISION	Brighton, MA	80,000
HIGH VOLTAGE POWER COMPANY	Westboro, MA	55,000
ION PHYSICS CORPORATION	Burlington, MA	32,000
THE HITCHCOCK CHAIR COMPANY	New Hartford, CT	111,200
*HOFFMAN OLDSMOBILE/CALVIN FORD CO.	E. Hartford, CT	43,000
	E. Hartford, CT	50,000
J. HOMESTOCK COMPANY, INC.	Danvers, MA	170,000
*HONEYWELL, INC.		
COMPUTER CONTROL DIVISION	Framingham, MA	82,000
INCOTERM CORPORATION	Northboro, MA	52,300
HOUDAILLE INDUSTRIES, INC.		
LUBRIQUIP DIVISION	Mckee's Rocks, PA	80,000
HUGHES AIRCRAFT COMPANY	La Grange, GA	220,000
INDIAN HEAD MILLWORK CORPORATION	Nashua, NH	176,000
*INDUSTRIAL MATERIALS TECHNOLOGY, INC.	Andover, MA	33,000
" " "	"	Process
INGERSOLL-RAND COMPANY		
" " "	Davidson, NC	40,000
MILLERS FALLS DIVISION	So. Deerfield, MA	275,000
NORTHERN RESEARCH & ENGINEERING CORPORATION DIVISION	Woburn, MA	15,000
INTERLEGO AG, DENMARK	Enfield, CT	24,000
*INTERLEGO AG, DENMARK		
LEGO SYSTEMS, INC.	Enfield, CT	73,000
LEGO SYSTEMS, INC., PHASE II	"	109,500
LEGO OFFICE MEZZANINES	"	21,000
LEGO SYSTEMS, INC., PHASE III	"	65,000
LEGO SYSTEMS, INC., PHASE IV	"	24,000
INTERMEDICS, Inc.	Angleton, TX	400,000
*INTERNATIONAL BUSINESS MACHINES	Charlotte, NC	250,000
" " "(Tester Bldg)	"	110,000
" " "(Mfg/Off)	"	190,000
" " "(Bldg 151 Exp.)	"	75,000
" " "(Engr/Office)	"	350,000
INTERNATIONAL FLAVORS AND FRAGRANCES	Union Beach, NJ	42,572
INTERNATIONAL PAINT CO., INC.	Houston, TX	10,000
*INTERNATIONAL TELEPHONE & TELEGRAPH CO.	E. Providence, RI	96,000
GRINNELL CORPORATION SUBY.	Canton, MA	95,000
" " "	Lancaster, PA	93,000
JOHNSON & JOHNSON	Port of Spain, Trinidad	90,000
J & J CORRUGATED BOX CORPORATION	Franklin, MA	166,800
*JAMESBURY CORP	Shrewsbury, MA	60,000
" "	Shrewsbury, MA	74,000
" "	Worcester, MA	140,000
" "	Worcester, MA	27,200
" "	Shrewsbury, MA	87,500

ALDRICH COMPANY, INC. MAJOR CLIENT LISTING - 8

*JOHNSON AND JOHNSON COMPANY		
*CODMAN & SHURTLEFF, INC. DIV.	Randolph, MA	50,000
" " ADDITIONS	Randolph, MA	52,500
" " RENOVATIONS	New Bedford, MA	
GENERAL HYPODERMICS, INC. DIV.	Southington, CT	84,000
ORTHO DIAGNOSTICS SYSTEMS, INC. DIV.	Cambridge, MA	48,000
" " " " "	Cambridge, MA	8,000
JOHNSON & JOHNSON		
SIAM MANUFACTURING LTD.	Bangkok, Thailand	10,800
JOHNSON & JOHNSON	Trinidad, W.I.	8,370
JOHNSON ELECTRONICS, INC.	Casleberry, FL	40,000
*JOHNSON MATTHEY INVESTMENTS, INC.		
NORTH AMERICA		
JOHNSON MATTHEY, INC.	Wayne, PA	130,000
CATALYST SYSTEMS & CHEMICAL DIV.		
*JOHNSON MATTHEY, INC.	West Deptford, NY	12,600
KASON INDUSTRIES	Shenandoah,	
	Coweta County, GA	90,000
KEENE CORPORATION		
SMITHCRAFT CORPORATION	Wilmington, MA	250,000
KELLER COMPANY (Canton Bldg. #2)	Canton, MA	66,000
KELLOGG COMPANY	Battle Creek, MI	78,000
KENNEBEC VALLEY MEDICAL CENTER	Augusta, ME	60,000
KLH RESEARCH & DEVELOPMENT CORP.	Westwood, MA	75,440
KLIKLOCK CORPORATION	Atlanta, GA	144,100
KLOECKNER-HUMBOLDT-DEUTZ AG	Newnan, GA	42,920
HUMBOLDT WEDAG "USA" DIV.		
KLONDIKE PACIFIC CORP.	Rancho Cucamonga, CA	40,000
THE KROGER COMPANY	Batesville, MS	55,000
LA TOURAINE-BICKFORD'S FOODS, INC.		
LA TOURAINE COFFEE, INC., DIV.	Malden, MA	14,000
LAKE PARK II		
Division of Lincoln Properties	Smyrna, GA	90,000
LASELL JUNIOR COLLEGE	Newton, MA	15,000
*LAWRENCE ACADEMY	Groton, MA	26,000
ADDITION	Groton, MA	8,844
LECEISTER JUNIOR COLLEGE	Leceister, MA	15,260
*LEVITON MANUFACTURING COMPANY	Warwick, RI	220,000
LINCOLN PROPERTIES, INC.	Atlanta, GA	300,000
LITTON INDUSTRIES		
GARDNER SERVICE CO., DIVISION	Calhoun, GA	105,600
LORD CORPORATION	Cary, NC	18,000
LOWELL FAMILY Y	Lowell, MA	66,000
*LUDLOW CORPORATION	Holyoke, MA	116,000
" "	Needham, MA	16,000
" "	Ware, MA	40,000
" "	Meridian, MS	63,400
LUDLOW SHOPPING CENTER	Ludlow, MA	93,000
LYNN HOSPITAL PARKING FACILITY	Lynn, MA	136,000

ALDRICH COMPANY, INC. MAJOR CLIENT LISTING - 9

M & M TRANSPORTATION COMPANY	Chelsea, MA	88,000
MALLON CHEVROLET	Norwich, CT	30,000
*MAMMOTH MART	Lowell, MA	60,000
" "	No. Smithfield, RI	63,000
" "	Worcester, MA	86,000
MARKETING AND PLANNING GROUP		
BRIEF ORIGINALS DIVISION	Brockton, MA	80,000
*MARS DEPARTMENT STORE	Chicopee, MA	60,000
" " "	Hyannis, MA	57,000
" " "	Ludlow, MA	50,000
" " "	Medway, MA	54,000
" " "	W. Bridgewater	60,000
MARSHALL'S, INC.	Atlanta, GA	600,000
MART, THE (ADDITION)	Grafton, MA	40,000
MASS MERCHANDISERS, INC.	Ozark, AL	116,910
MASTERS & MERRILL CORPORATION	Everett, MA	360,000
*MELVILLE SHOE COMPANY		
FOXMOOR CASUALS DIVISION	W. Bridgewater, MA	105,000
" " "		8,400
" " "		14,200
MERRIMACK COLLEGE	N. Andover, MA	65,000
MERRIMACK MALL	Tewksbury, MA	177,600
MIDDLESEX SCHOOL	Concord, MA	26,000
*MILLIPORE CORPORATION	Bedford, MA	213,600
" "	Jaffrey, NH	33,000
" "	Bedford, MA	40,000
ADDITION	Bedford, MA	50,640
MILTON ACADEMY	Milton, MA	21,600
MOTOROLA INC.		
CODEX CORPORATION SUBY.	Mansfield, MA	124,000
" " "	Mansfield, MA	90,000
" " "	Mansfield, MA	152,000
MONTGOMERY WARD & COMPANY	Virginia Beach, VA	162,820
MOUNT HERMON SCHOOL	Northfield, MA	26,000
*MY BREAD BAKING COMPANY	Dorchester, MA	44,000
" " " "	New Bedford, MA	40,000
" " " "	Warwick, RI	40,000
*N.A.P.A. INC.		
GENUINE PARTS COMPANY	Middletown, CT	19,200
	Wilmington, MA	83,500
*NATIONAL CAN COMPANY		
FOSTER FORBES GLASS COMPANY DIV.	Milford, MA	224,400
Assembly		77,200
Maintenance/Office		24,000
Furnace Regenerator		12,000
Furnace Regenerator		9,000
Lower Machine Room		15,200
Upper Machine Room		15,200
NASHOBA VALLEY OLYMPIA	Boxborough, MA	26,000

ALDRICH COMPANY, INC. MAJOR CLIENT LISTING - 10

NATIONAL GYPSUM COMPANY			
GOLD BOND BUILDING PRODUCTS DIV.	Rensselaer, NY	90,118	
" " " " "	Portsmouth, NH	7,200	
" " " " "	Rensselaer, NY	61,226	
" " " " "	Tampa, FL	156,202	
" " " " "	Medicine Lodge, KS	185,603	
" " " " "	Portsmouth, NH	192,460	
NATIONAL STEEL COMPANY			
WARD STEEL COMPANY SUBY.	Randolph, MA	58,000	
NL INDUSTRIES	Norwood, MA	35,000	
*NEW ENGLAND BUSINESS SERVICE, INC.	Peterborough, NH	85,300	
" " " " ADDITION	Peterborough, NH	43,000	
" " " " "	Groton, MA	63,500	
NEW ENGLAND CARBIDE & TOOL COMPANY	Peabody, MA	40,000	
NEWTON-WELLESLEY HOSPITAL			
DOCTORS OFFICE BUILDING	Newton, MA	38,800	
PARKING GARAGE	Newton, MA	130,170	
NIKE, INC.	Greenland, NH	334,700	
NORTEK, INC.	Providence, RI	52,500	
NORTH AMERICAN PHILIPS COMPANY, INC.			
AMPEREX ELECTRONIC CORPORATION	Smithfield, RI	106,400	
NORTHSHORE MEDICAL CENTER	Peabody, MA	40,000	
*NORTHROP CORPORATION	Norwood, MA	53,300	
" " (Morse Street)	Norwood, MA	60,000	
" " (Washington Street)		25,000	
NORTHWOOD PARK BUILDING #2	Billerica, MA	40,400	
NORTON COMPANY	Northboro, MA	90,000	
NORTON SIMON, INC.			
GLASS CONTAINERS CORPORATION DIV.	Dayville, CT	200,000	
NORTRONICS CORPORATION	Norwood, MA	30,000	
NORWELL BUILDING (Assinippi Park)	Norwell, MA	74,200	
NORWOOD MOTORS	Warwick, RI	30,500	
NUCLEAR METALS, INC.	Concord, MA	8,000	
OLSON MANUFACTURING COMPANY	Holden, MA	98,800	
*OWENS-ILLINOIS, INC.	Newburyport, MA	30,000	
PACIFIC SMELTING COMPANY	Memphis, TN	35,000	
PAINE FURNITURE COMPANY	Natick, MA	105,000	
PARKER MANUFACTURING COMPANY	Worcester, MA	30,000	
1600 PARKWOOD	Smyrna, GA	150,000	
PARTYKA CHEVROLET	Hamden, CT	43,000	
PAUL BARROW COMPANY	Canton, MA	60,000	
PENOBSCOT BAY MEDICAL CENTER	Rockport, ME	33,000	
PEOPLE'S EXCHANGE BANK	Beattyville, KY	14,600	
PETER FRASSE & CO., INC.	Hopkinton, MA	63,750	
*PIERCE CHEVROLET TRUCK FACILITY	Pawtucket, RI	18,000	
*PIERCE CHEVROLET/BUICK, INC.	Pawtucket, RI	70,000	

ALDRICH COMPANY, INC. MAJOR CLIENT LISTING - 11

PITNEY-BOWES CORPORATION	Newtown, CT	160,000
POPULAR MARKETS, INC.	E. Springfield, MA	31,000
*PRAYS, JOHN H. & SONS	Medford, MA	90,000
PRECISION SYSTEMS (I)	Natick, MA	45,750
*PRIME COMPUTER, INC.	Framingham, MA	62,000
ADDITION		68,500
PRINCETON UNIVERSITY	Princeton, NJ	8,600
PROGRESSIVE AMERICAN INSURANCE	Tampa, FL	59,810
PROVIDENCE HOSPITAL (DePaul Center)	Waco, TX	48,000
PROVIDENCE PILE CORPORATION	Fall River, MA	233,000
PUROLATOR COURIER CORP.	Atlanta, GA	65,000
(FULTON COMPANY, GA)		
QUINNIPIAC COLLEGE	Hamden, CT	67,700
RADANT SYSTEMS, INC.	Stow, MA	70,364
RAND MCNALLY & COMPANY	Taunton, MA	260,000
RAYTHEON COMPANY		
AMANA REFRIGERATION, DIVISION	Fayetteville, TN	33,775
RCA AMERICAN COMMUNICATIONS, INC.	Princeton, NJ	70,000
*REED TUBULAR PRODUCTS COMPANY	Sugarland, TX	26,000
" " " "	Sugarland, TX	58,000
RENSSELAER POLYTECHNIC INSTITUTE	Troy, NY	42,250
H.B. REESE COMPANY	Hershey, PA	
RETAIL STORES DELIVERY	Quincy, MA	61,000
RIVENDELL HOSPITAL	Benton, AK	40,000
RIDGEVIEW INSTITUTE	Smyrna, GA	75,130
*RIVERVIEW MEDICAL OFFICE BUILDING	E. Norwalk, CT	105,000
RIVERVIEW MEDICAL OFFICE BUILDING (PHII)	E. Norwalk, CT	106,000
*ROCHE BROS., INC.	Westwood, MA	27,000
" " " "	" "	28,500
" " " "	Natick, MA	
RODMAN FORD	Foxboro, MA	20,000
ROYAL INSURANCE COMPANY	Charlotte, NC	325,000
RYE COUNTRY DAY SCHOOL	Rye, NY	34,000
ST. CHARLES/JOHN T. MATHER HOSPITAL	Port Jefferson, NY	85,000
ST. ELIZABETH'S HOSPITAL		
MAIN HOSPITAL ADDITION	Brighton, MA	100,000
MOTHER MARY ROSE CLINIC		
RENOVATIONS AND ADDITION		10,000
PARKING FACILITY		275-car
ST ELIZABETH'S HOSPITAL		
SICU, MASTER PLAN AND C.O.N	" "	300,000
ADDITIONS & RENOVATIONS		
ST. JOHN OF GOD	Brighton, MA	45,180

ALDRICH COMPANY, INC. MAJOR CLIENT LISTING - 12

ST. JOSEPH HOSPITAL	Nashua, NH	135,000
ST. JOSEPH'S HOSPITAL	Lowell, MA	20,000
*ST. MARGARET'S HOSPITAL		
HOSPITAL ADDITION	Dorchester, MA	36,500
PARKING FACILITY		38,600
RENOVATIONS		8,600
ST. MARGARET'S HOSPITAL	Dorchester, MA	
ST. MARK'S SCHOOL	Southboro, MA	26,000
SAMPO CORPORATION OF AMERICA	Gwinnett County, GA	119,720
SAMSUNG ELECTRONICS COMPANY, LTD.	Roxbury Township, NJ	239,000
S. B. THOMAS	Schaumburg, IL	80,000
SCHLUMBERGER, INC.		
FAIRCHILD CAMERA & INSTRUMENT DIV.		
FAIRCHILD SEMI-CONDUCTOR DIV.	S. Portland, ME	155,000
*SCHLUMBERGER WELL SERVICES	Sandy Point, TX	85,000
SCHLUMBERGER WELL SERVICES (Engr. Ctr)	Sandy Point, TX	86,450
SEABROOK PLAZA	Seabrook, NH	100,000
SHERATON TARA	Framingham, MA	
SHENANGO VALLEY OSTEOP. HOSPITAL	Farrell, PA	86,000
SMITHKLINE CORPORATION	Tampa, FL	85,000
SMITHKLINE/BECKMAN	King of Prussia, PA	40,000
SONOCO PRODUCTS	Lowell, MA	65,000
SOUTH SHOPPING CENTER	W. Bridgewater, MA	108,000
SOUTHLAND CORP.	San Bernadino, CA	250,000
SPRAGUE ELECTRIC COMPANY	San Antonio, TX	76,900
*STACKBIN CORPORATION	Lincoln, RI	40,000
STANADYNE, INC.		
HARTFORD DIVISION	Windsor, CT	80,000
THE STANLEY WORKS	New Britain, CT	33,000
*STAR MARKET COMPANY	N. Smithfield, RI	Remodel
DIVISION OF JEWEL TEA COMPANY	Providence, RI	18,000
STAR MARKET/OSCO DRUG	Manchester, NH	57,000
STATE STREET BANK	Chelsea, MA	2,000
STEPHENS MEMORIAL HOSPITAL		
ADDITION	Norway, ME	38,000
RENOVATION		5,900
*STOP & SHOP	Wesboro, MA	27,000
" " "	Taunton, MA	27,000
BRADLEES DEPARTMENT STORE	Westboro, MA	55,000
" " "	Taunton, MA	79,800
" " "	Orange, CT	84,700
INCLUDING MEDI-MART (Adjacent)	Quincy, MA	48,500
STROMBERG-CARLSON	Orlando, FL	60,000
DIVISION OF PLESSEY LTD.		
*SUN CHEMICAL COMPANY		
KOLLSMAN INSTRUMENT COMPANY DIV.	Merrimack, NH	150,000
ADDITION		75,000
*SVENSKA KULLAGERFABRIKEN AB		
SKF INDUSTRIES, INC., SUBY.	Altoona, PA	48,100
SKF INDUSTRIES, INC., SUBY.	Philadelphia, PA	379,000
MOUNTED BEARING DIVISION	Hornell, NY	60,000
SKF INDUSTRIES, INC., SUBY.	Altoona, PA	93,000

ALDRICH COMPANY, INC. MAJOR CLIENT LISTING - 13

SWANK, INC.		
DIGHTON INDUSTRIES SUBY.	Dighton, MA	250,000
SYBRON CORPORATION		
BARNSTEAD COMPANY DIVISION	Boston, MA	110,000
SYSCO CORPORATION	Farmers Branch, TX	120,000
SOUTHINGTON SHOPPING CENTER	Southington, CT	140,000
TATUNG COMPANY OF AMERICA, INC.	Marietta, GA	148,790
TAUNTON MALL	Taunton, MA	165,000
TEXAS INSTRUMENTS, INC.	Attleboro, MA	
TEXTRON, INC.		
FAFNIR BEARING COMPANY DIVISION	Arkadelphia, AR	341,000
THAYER ACADEMY	Braintree, MA	12,500
TMI/DUPREE ASSOCIATES	Lexington, MA	42,256
TOOMEY RENTALS	Worcester, MA	10,000
TOWLE MANUFACTURING COMPANY	Revere, MA	576,500
*TRW, INC.		
COLEBROOK DIVISION	Winsted, CT	28,000
TWA - CARGO INTERIM BUILDING	East Boston, MA	34,000
UNION HOSPITAL		
MEDICAL OFFICE BUILDING	Lynn, MA	22,000
U.S. PLASTICS, INC.	Lynn, MA	22,000
UNITED TECHNOLOGIES CORPORATION		
PRATT & WHITNEY AIRCRAFT GROUP	N. Berwick, ME	800,000
USM CHEMICAL COMPANY	Middletown, MA	40,000
UNIVERSITY OF VERMONT	Burlington, VT	230,000
VERMONT AMERICAN CORPORATION		
THE HENRY G. THOMPSON CO., SUBY.	Branford, CT	96,700
VERNON PLASTICS CORPORATION	Haverhill, MA	110,000
VERNON MEDICAL CENTER	Worcester, MA	17,000
VULCAN SPRING AND MANUFACTURING	Hilltown Township, PA	25,000
W. R. GRACE & CO., INC.	Lexington, MA	11,200
WAITE'S HARDWARE	Worcester, MA	20,000
WARNER-LAMBERT COMPANY		
AMERICAN OPTICAL COMPANY DIV.	Chelsea, MA	238,000
WARREN GENERAL HOSPITAL	Warren, PA	16,000
WATERBURY HOSPITAL	Waterbury, CT	
WAYNESBURG COLLEGE	Waynesburg, PA	25,000
*THE WEST COMPANY	St. Petersburg, FL	38,770
" " "	Williamsport, PA	48,750
" " "	Cleona, PA	35,000
" " "	Kinston, PA	72,000
" " "	San Juan, Puerto Rico	1,395

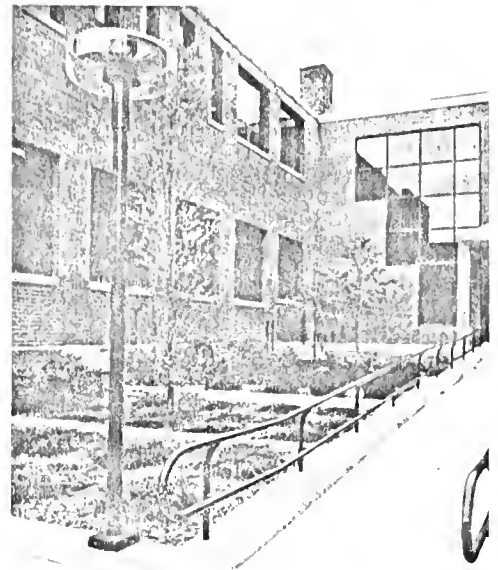
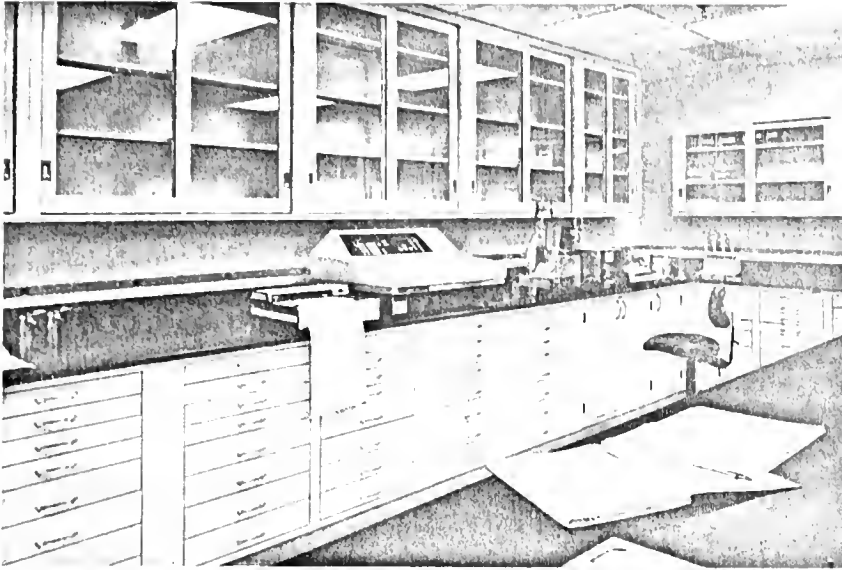
ALDRICH COMPANY, INC. MAJOR CLIENT LISTING - 14

WESTBORO SHOPPING CENTER	Westboro, MA	152,000
WESTMINSTER COLLEGE	New Wilmington, PA	70,600
WESTMINSTER DODGE COMPANY	Dorchester, MA	15,300
WEYMOUTH MEDICAL OFFICE BUILDING	Weymouth, MA	9,000
WINCHESTER OFFICE BUILDING (Russell Hill Office Building)	Winchester, MA	80,000

ZAYRE CORP.	Mansfield, MA	485,000
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*REPEAT CLIENTS

8/85
4377A/disk 34S



CAMBRIDGE RESEARCH LABORATORY
 Ortho Diagnostic Systems Inc.
 (Subsidiary of Johnson and Johnson)
 Cambridge, Massachusetts

Project Objectives

- Creation of laboratory space in renovated warehouse for highly sophisticated biomedical research
- Program, design and construct the facility within extreme time constraints
- Master plan for future third floor renovation

- Machine shop
- Library

Professional Services Provided

- Master planning
- Architecture/engineering
- Interior design
- Project and construction management

Project Features

- Research environment for immunology, serology, hematology and development of diagnostic instrumentation and sera
- Animal colonies/labs for both infected and nude mice including redundant HVAC systems with standby power supply
- Biochemical labs
- Microbiology labs
- Analytical labs
- Laser/optics labs
- Tissue culture labs
- Instrumentation labs
- Staff offices
- Seminar rooms
- Lunchroom

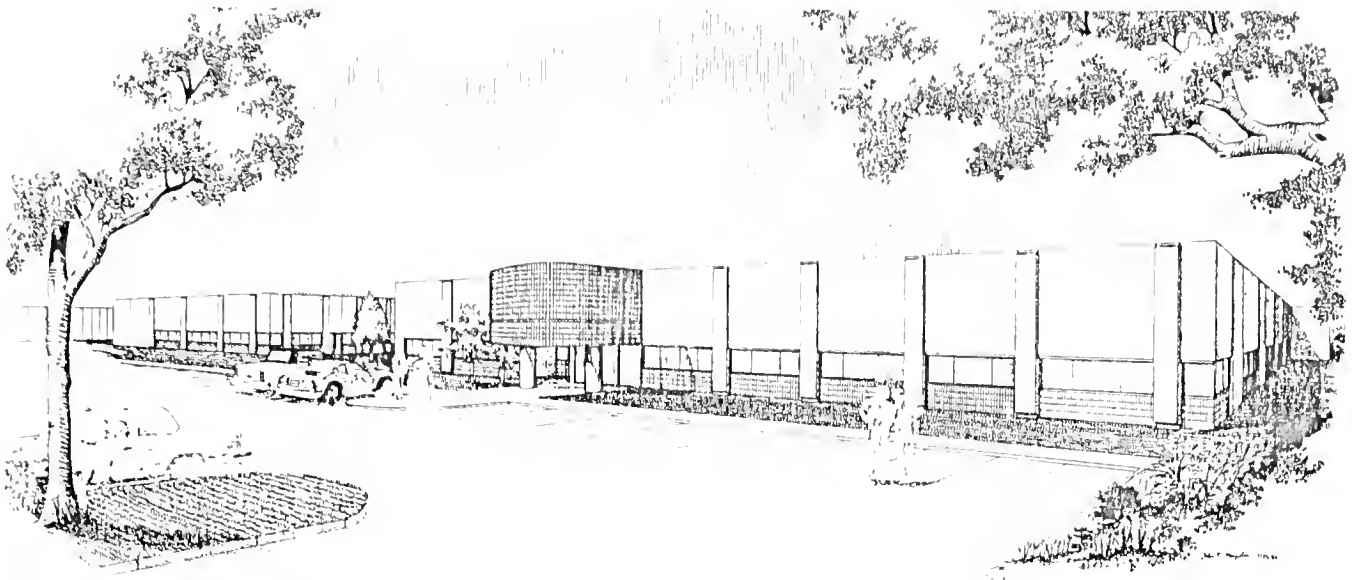
Project Size

- First and second floors 32,000 s.f.
- Third floor (future) 16,000 s.f.

Project Duration

7 months





DURACELL
(Division of Dart and Kraft, Inc.)
Needham, Massachusetts

Project Objectives

- From an existing warehouse, provide a laboratory for research/ development in electrophysics and electrochemistry to support the manufacture and sales of alkaline and lithium dry cell batteries
- Provide flexibility to respond to changing needs of research activities in laboratories, equipment and utility distribution

Project Features

- Integration of office work areas with laboratory space
- Demountable full-height partitions in both offices and laboratories
- Laboratory casework comprised of fixed and moveable systems
- Sound and vibration control
- Prefabricated dry rooms (R.H. 1-2%)
- 50 Fume and dust hoods, including control for MnO_2 powder, perchloric acid and mercury, designed for flexibility of relocation

Project Features (cont'd)

- Chemical storage for acids, caustics, oxidants, ethers, peroxides, and organic solvents; designed to control thionyl chloride liquid and vapors
- Piped utilities include hydrogen, nitrogen, argon, de-ionized water
- Special hazard test rooms

Professional Services Provided

- Master planning
- Site plan reviews/approvals
- Architecture/engineering
- Interior design
- Process engineering/fit-up design
- Construction administration
- Process checkout and start-up assistance

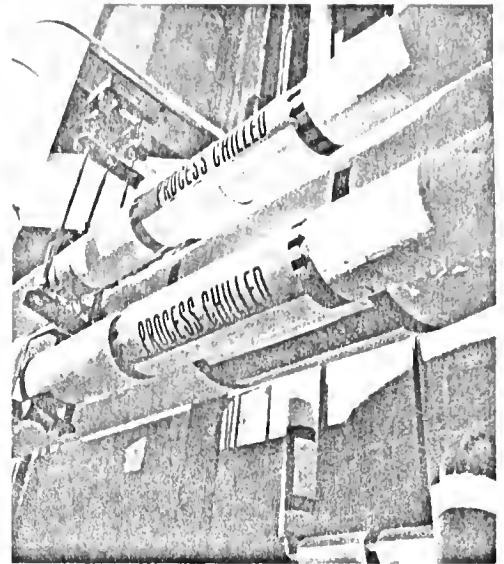
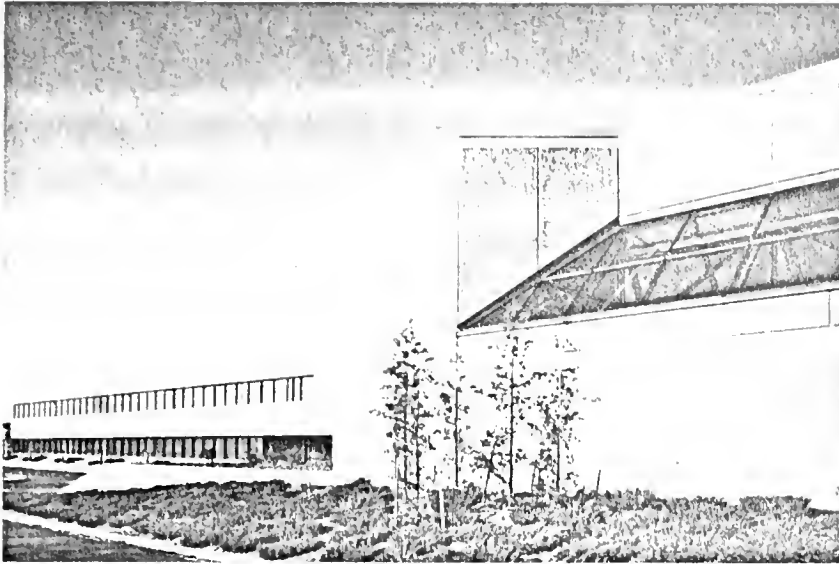
Project Size

• Facility (total)	85,000 s.f.
• Renovation	67,000 s.f.
• Addition	18,000 s.f.

Project Duration

22 months
(projected)





FAIRCHILD CAMERA AND INSTRUMENT CORPORATION
(Subsidiary of Schlumberger, Ltd.)
South Portland, Maine

Project Objectives

- Integrate existing and new facilities into master campus plan
- Define facility program for 165,000 s.f. structure containing: integrated circuit probe, assembly and test operations, office and support areas
- Maximize flexibility of utilities distribution to lab and assembly areas
- Upgrade and/or extend existing utilities to accommodate new demands

Project Features

- Die assembly
- Robotics assembly
- Class 10,000 clean rooms (30,000 s.f.)
- Class 100,000 clean rooms (30,000 s.f.)
- Cryogenic piping system for LN_2
- Support utilities; N_2 , O_2 , He, H_2 , Ar, high purity water, high purity air, vacuum, CWS/CWR, potable water
- Waste treatment system
- Emergency water system
- Solvent collection system
- Full service cafeteria
- Expansion of existing boiler room-addition of a 4 flue, 110' precast concrete chimney

Project Features (cont'd)

- Extension of existing utilities from original facility to new facility via 440' tunnel
- Energy management/monitoring/security system

Professional Services Provided

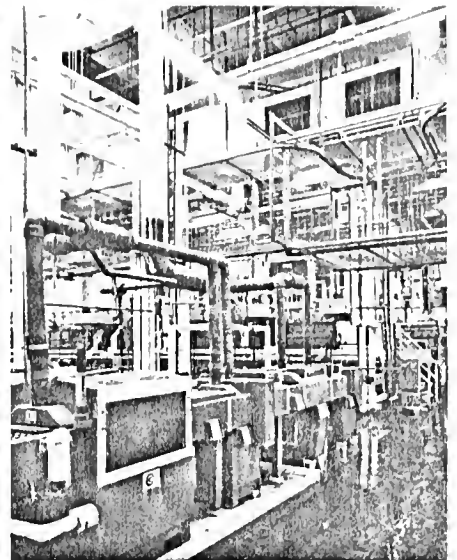
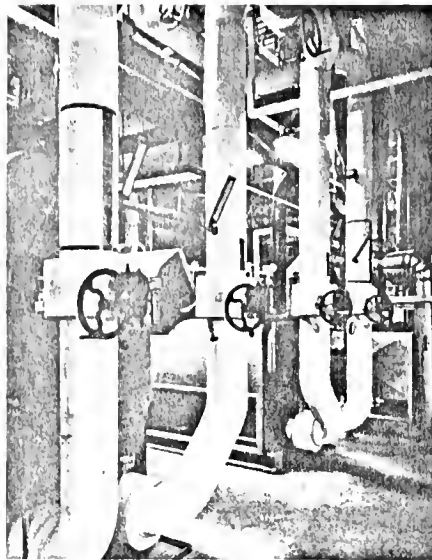
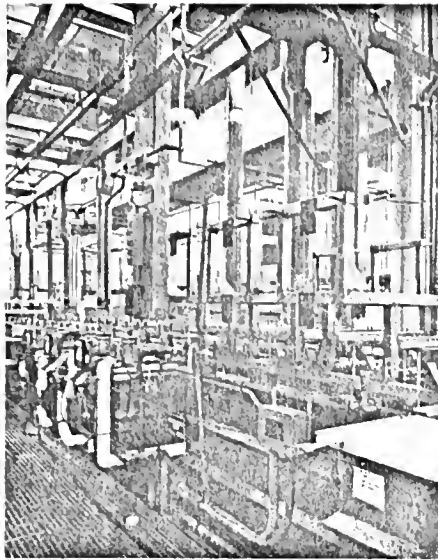
- Master planning
- Architecture/engineering
- Local/State/Federal permits and approvals

Project Size

• New facility (total)	165,000 s.f.
• Manufacturing	135,000 s.f.
• Office/cafeteria	30,000 s.f.
• Utility tunnel	440 lin. ft

Project Duration

18 months



THE FOXBORO COMPANY

East Bridgewater, Massachusetts

Project Objectives

- Design and construct printed circuit board manufacturing facility within severe site constraints

Project Features

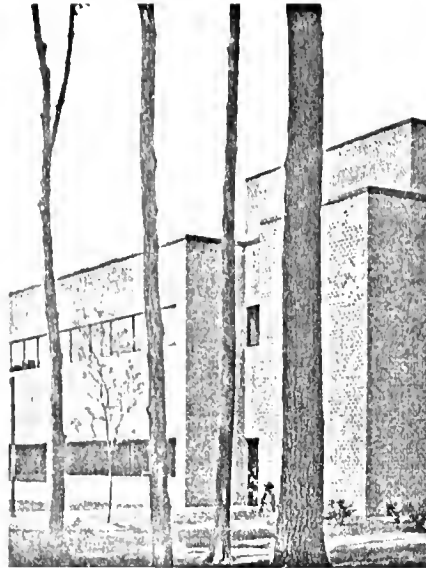
- Efficient facility layout utilizing a mezzanine to centrally locate mechanical facilities and minimize building footprint
- Acid resistant brick floor in plating area
- Special environmental control
- Clean rooms
- Facility layout based on process work flow
- Waste treatment and recovery system
- Electrical systems with emergency back-up for critical areas
- Vibration isolation of selected equipment

Professional Services Provided

- Architecture/engineering
- Process engineering and layout
- Project and construction management
- Project supervision

Project Size 37,000 s.f.

Project Duration 10 months



THE FOXBORO COMPANY Foxboro, Massachusetts

Project Objectives

- Incorporate on a 40 acre site, a Corporate Headquarters Building and Education Center campus
- Consolidate corporate and general office staff into a single building
- Provide a TV studio and A/V center for corporate training and in-house productions in the Education Center
- Produce an architectural design solution that is consistent with Foxboro's conservative corporate image, yet reflective of the high technology industry
- Value engineer all major components of the two buildings with the goal of achieving the best value

Project Features

Education Center

- 11 laboratories
- 17 classrooms
- 6 seminar/case study rooms
- 2 sophisticated TV studios
- Complete audio/visual center
- Central open courtyard surrounded by classrooms and laboratories

Project Features (cont'd)

Corporate Headquarters

- Executive offices and board room
- 1600 s.f. atrium lobby with sloping glass skylight roof
- Full service cafeteria for 250-300
- Offices/workstations for 350
- Variable air volume mechanical system with economizer cycles
- Zoned radiation per exterior orientation/exposure
- Heat recovery from ceiling plenum

Professional Services Provided

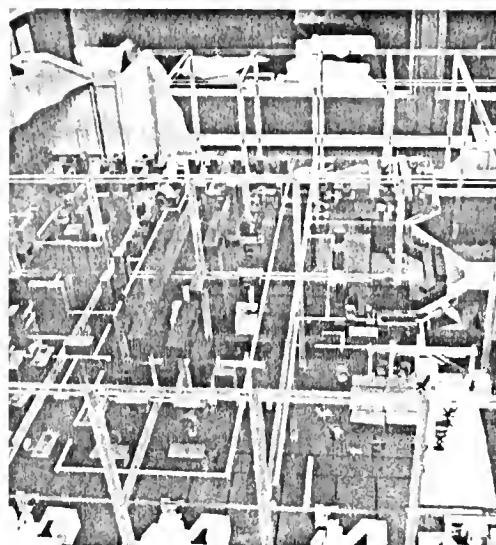
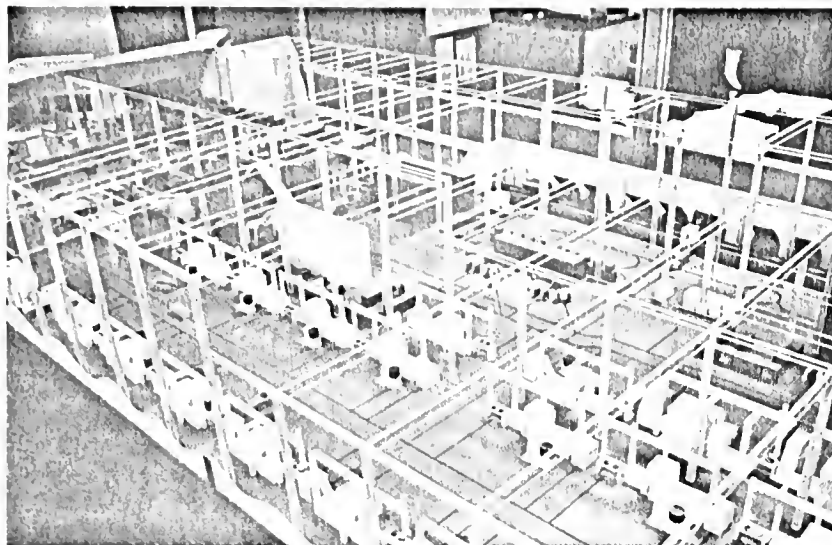
- Master planning
- Site plan reviews/approvals
- Architecture/engineering
- Interior design
- Project and construction management

Project Size

• New facilities (total)	170,000 s.f.
• Education Center	85,000 s.f.
• Corporate Headquarters	85,000 s.f.

Project Duration

18 months



GENERAL ELECTRIC COMPANY Factory of the Future

Project Objectives

- Design a state-of-the-art automated machining operation for the Aircraft Engine Business Group (AEBG)
- Double the production rate over the current manual operations
- Create a facility that is a show place/ demonstration center as well as a manufacturing facility
- Maintain G. E.'s image as an industrial innovator

Project Features

- Large automatic machine tools with digital numeric controls (DNC)
- Wire-guided automatic robot carts for materials handling
- Automated stacking and retrieval system (ASRS)
- Observation and control mezzanine overlooking manufacturing floor
- Cell control for monitoring machinery
- Mainframe computers for master control of the entire operation
- Conference room and classroom for FMS (Flexible Manufacturing Systems) training

Building Features

- Narrow range temperature control for stability of metal parts and precision machining
- Provision for major building flexibility and expansion

Professional Services Provided

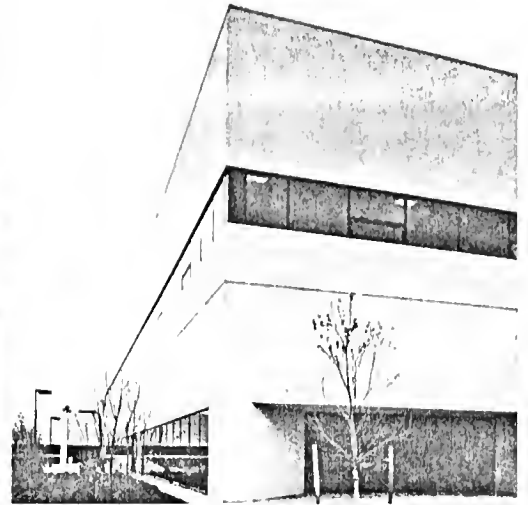
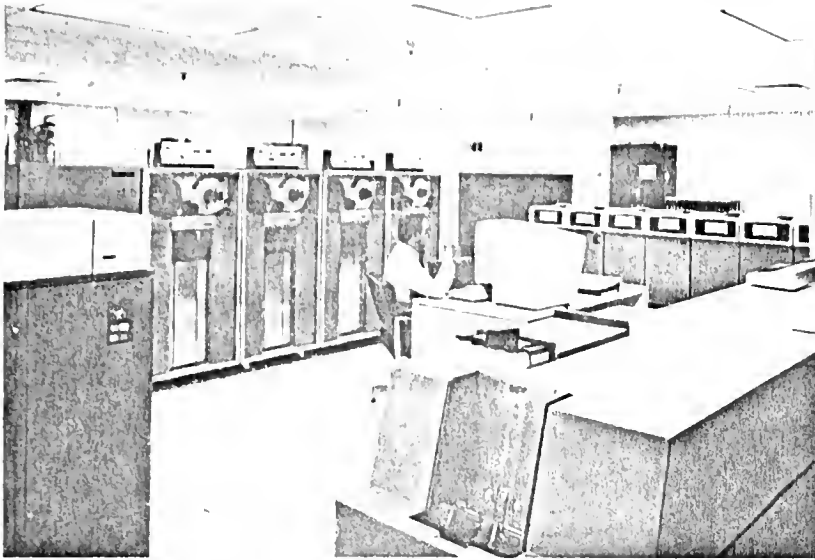
- Feasibility studies/cost models
- Value engineering
- Architecture/engineering
- Interior design
- Construction administration

Project Size

- | | |
|-------------------------------|-------------|
| • Manufacturing | 58,900 s.f. |
| • Mezzanine and support areas | 17,100 s.f. |
| • Total | 76,000 s.f. |

Project Duration

- | | |
|------------------|-----------------------|
| • Design (final) | 3 months |
| • Construction | 11 months (estimated) |



INTERNATIONAL BUSINESS MACHINES CORP. Charlotte, North Carolina

Project Objectives

- Provide a facility for the manufacture of computer components, as the first phase of a multi-phase campus development plan
- Physically integrate expansive building with an extreme vertical grade change

Project Features

- 600 private offices utilizing a demountable partition system
- Two level office space
- 300 seat full-service cafeteria
- Conference/dining service cores
- Three parking areas accommodating 850 cars total
- Centralized mechanical plant designed for future expansion
- Congregation of building elements requiring common floor level; allowing for future expansion at higher elevation

Professional Services Provided

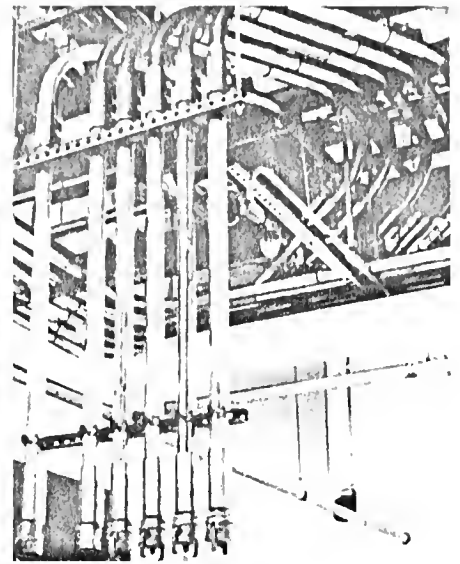
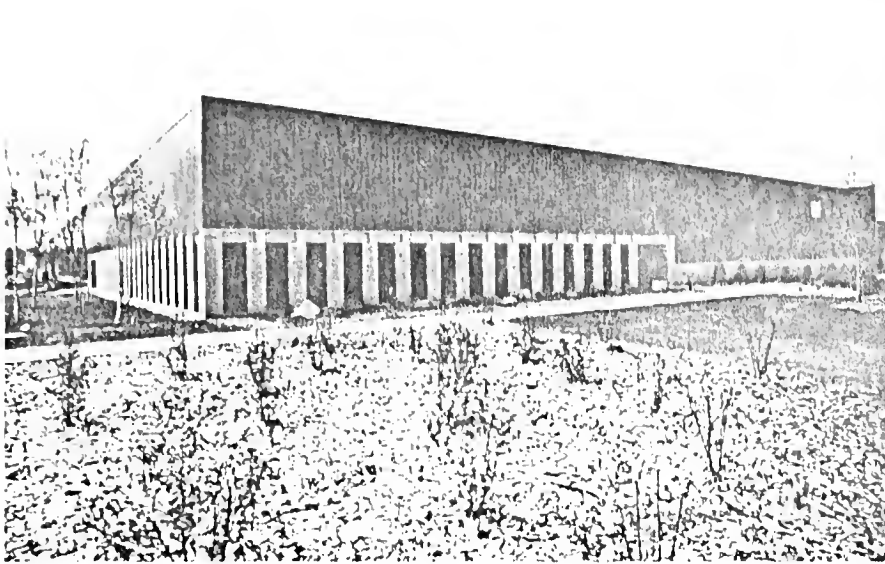
- Site master planning
- Architecture/engineering
- Interior design
- Project and construction management

Project Size

- | | |
|-------------------|--------------|
| • Phase I (total) | 256,000 s.f. |
| • Office | 156,000 s.f. |
| • Manufacturing | 100,000 s.f. |

Project Duration

5½ months (mfg)
8½ months (office)



LEGO SYSTEMS, INC.
(Subsidiary of Interlego AG, Denmark)
Enfield, Connecticut

Project Objectives

- Construct state-of-the-art injection molding facility for the manufacture of plastic snap toys in the U.S.

Project Features

- 40 injection molding machines
- Automatic central utility systems
- Central automatic resin storage/ drying/ distribution system
- Central hydraulic cooling system
- Central chilled water system
- Central resin distribution of 5 colors to each molding machine
- Central housekeeping vacuum system
- Central air conditioning

Master Plan

- Four phased plan starting in 1974 with office and initial warehousing and growing to total of 275,000 s.f. to include manufacture/assembly/ warehouse

Professional Services Provided

- Master planning
- Manufacturing layout analysis
- Architecture/engineering
- Process engineering
- Project and construction management

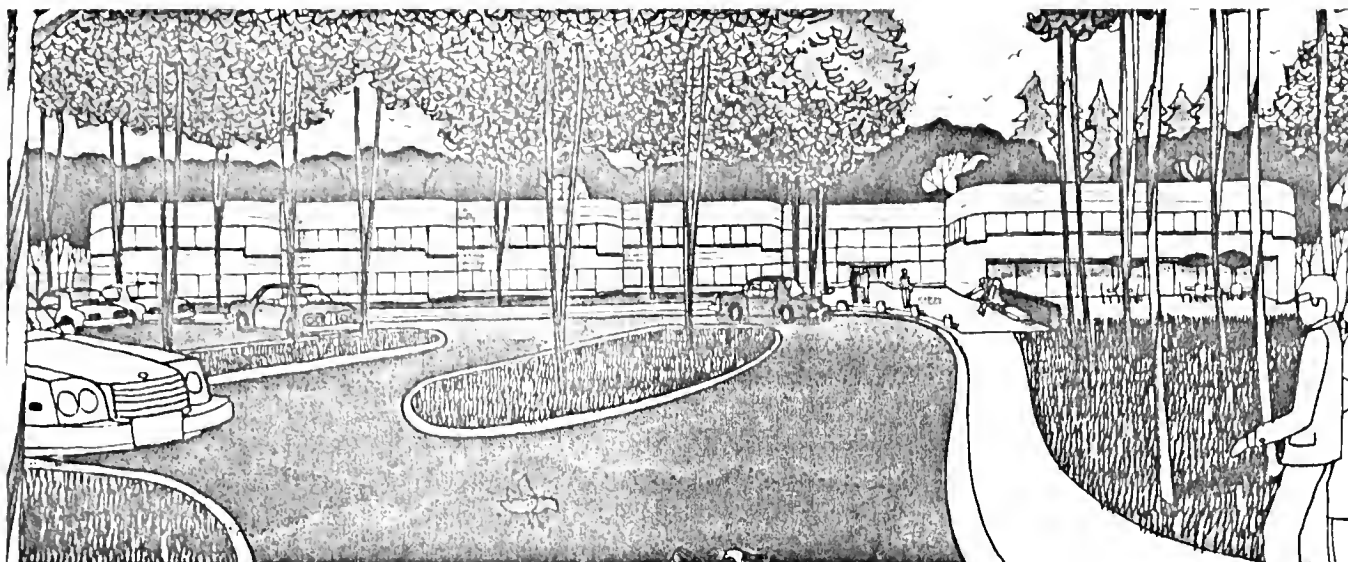
Project Size

- Addition 24,000 s.f.

Project Duration

11 months





NORTON COMPANY

Northborough, Massachusetts

Project Objectives

- Create new facility for high performance ceramic materials research, development and pilot operations
- Program, design, engineer and construct the building within severe budget constraints
- Integrate a large, high image facility with sensitivity toward the natural character of the site

Project Features

- Careful siting to preserve natural vegetation
- Modular research lab clusters with internal layout flexibility
- Characterization and analysis labs
- Class 100,000 clean rooms (7,500 s.f.)
- Furnace/kiln facilities including vacuum, induction and hot isostatic pressure furnaces with process cooling
- Machine shop
- Administrative/marketing offices

Project Features (cont'd)

- Staff scientist/engineer offices separate from, but adjacent to, labs
- Lunchroom with outdoor eating area
- Centrally located Library/Scientific Information Center
- Environmentally controlled powder mixing area
- Open circulation nodes designed to stimulate scientific interchange

Professional Services

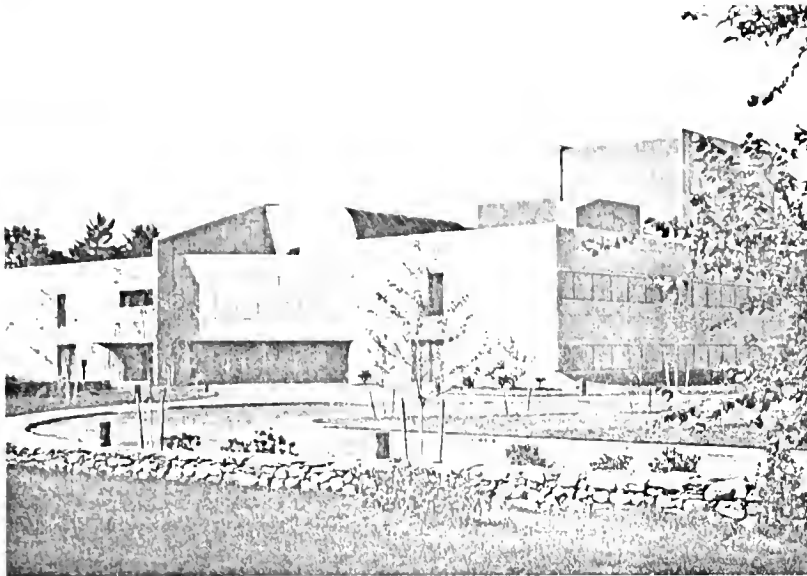
- Master planning
- Site plan reviews/approvals
- Architecture/engineering
- Interior design
- Project and construction management

Project Size

- | | |
|---------------------------------|-------------|
| • New facility (total) | 90,000 s.f. |
| • Research laboratories/offices | 50,100 s.f. |
| • Development labs/pilot plant | 39,900 s.f. |

Project Duration

11 months
(projected)



RADANT SYSTEMS, INC. Stow, Massachusetts

Project Objectives

- Provide first USA research/ development/ production facility for radar antenna components
- Create high impact image facility
- Provide remote test tower

Project Features

- Structural system of steel columns, beams and bar joists with metal decking
- Single accent color of burgundy threads throughout office and lobby areas as a contrast to the exposed concrete and white interior walls
- Dramatic two story lobby with a second level library and circulation space open to floor below
- Abundant use of glass, yet energy efficient
- Insulated solar bronze glass with bronze anodized aluminum framing at north and south office walls and entrance
- Equipment includes two hydraulic elevators and one five-ton capacity top-running crane

Project Features (cont'd)

- System controlled variable air volume units
- Vaulted insulated glass skylight acting as architectural definition of circulation spine
- Combination of cast-in-place and precast concrete and metal panel for exterior skin

Professional Services Provided

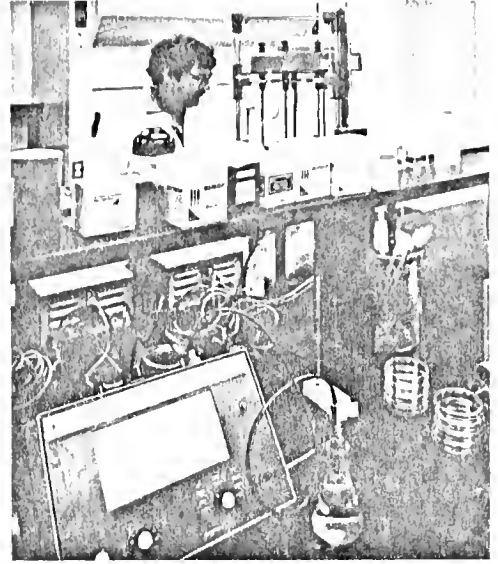
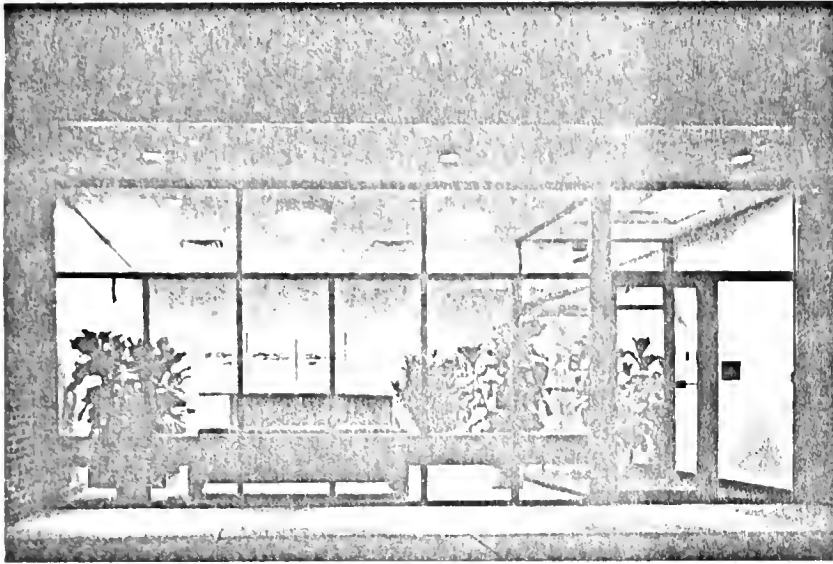
- Master planning
- Site plan reviews/approvals
- Architecture/engineering
- Project and construction management

Project Size

New facility (total)	69,000 s.f.
2-story office	40,000 s.f.
Warehouse/assembly	25,000 s.f.
Test tower	4,000 s.f.

Project Duration

11 months



SMITHKLINE-BECKMAN CORPORATION

King of Prussia, Pennsylvania

Project Objectives

- Create laboratories for pharmaceutical research/development in renovated warehouse
- Program, design, engineer, and construct facility within extreme time and budget constraints

Project Features

- Modular research labs
- Analytical labs
- Pilot production facility conforming to FDA, GLP and GMP
- Staff offices
- Lunchroom with vending area, expandable to full service kitchen
- Library/Scientific Information Center
- Shower facilities provided for laboratory and recreational use
- Dust collection system
- Solvent storage area
- Optimal reuse of existing mechanical/electrical systems

Professional Services

- Architecture/engineering
- Interior design
- Project and construction management

Project Size 50,000 s.f.

Project Duration 6 months

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